

IMPACT OF EMPLOYEE'S OWN LIFE CIRCUMSTANCES ON HIS CAREER

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Abstract

Basically careers from the early 20th century had only focused on career exploration, entry, and establishment. Mid- and late career workers were almost ignored. Due to this mid- and late career workers were used to work only to maintain their career until they became obsolete to the point of decline and disengagement in the form of retirement. Young workers, on the other hand, moved about seeking their lot in life during the exploration stage and moved their way up the career ladder during the establishment, socialization, and performance stages. In order to fully understand and appreciate the lifespan developmental model of careers, we must understand the broader context in which careers occur. For example, early mid-career workers will most likely assess their career progress to determine whether job or career changes may be necessary to meet their desired goals. In addition, early career workers are also likely facing changing work and family balance demands. Their children are becoming more independent, while aging parents may be becoming more dependent. Job and career “embeddedness” factors (i.e., those things that keep us in a particular job or career) such as spousal employment, children’s schooling, job satisfaction and attachment, and social relationships at work are also likely to be different for those in early mid-career versus those in late mid-career or late career. Meanwhile, those approaching late career may be wondering how much effort and ambition to invest as they are near the end of their career. These older workers will also likely be more focused on preparing for the transition to reduced work roles, through either complete retirement or some form of phased or bridged retirement. They may also be thinking about their legacy at work and to their profession, and as a result may be more interested in mentoring.. Mid- and late career workers face a variety of physical and psychosocial changes that could impact their careers. Among the most salient are physical aging, cognitive aging, experience and expertise, and work-family balance. The nature of work itself is also changing. While some jobs are still very physically demanding, overall, jobs are becoming less physically demanding and more cognitively demanding. As a result, many workers worry more about keeping up with technology and interpersonal demands at work, as opposed to the physical demands of the job While older workers typically begin transitioning out of the workforce by their late 50s to mid- 60s, some

individuals continue in their careers, or begin new careers, at this late age Will it be possible to continue work with his or her current employer? Should one seek out new organizations or even new careers? Of course, these decisions must be made in the context of the individual's family life. , it is clear that the nature of mid- and late careers themselves is dramatically changing. No longer is it up to the organization to guide a worker's career. Instead, workers in the 21st century will need to be more proactive and contemplative in the career-related decisions they make. In addition, demographic projections clearly indicate that more workers than ever before will face these unique issues at mid- and late career.

Keywords: Employee attitude, Work life balance, job satisfaction and age factor

LITERATURE REVIEW

Singh Jitendra, Jain Mini (2013) highlighted that the happy workers are productive workers and productive workers are likely to be happy. Employee job satisfaction is essential to face the dynamic and ever-increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated. Furthermore, environmental pressures, rising health costs and various needs of the workforce also pose a challenge for the management. This could be overcome by creating a work environment that maintains employee job satisfaction as well as motivates people towards exceptional performance at the workplace achieving work-life balance. This paper outlines the broad contours of various variables responsible for employee satisfaction and various ways by which one can maximize employee satisfaction.

Awan Abdul Ghafoor, Asghar Iffat (2014) studied that everybody knows that successful implementation of any strategic objective depends on the inspiration and hard work of the company employees. Researches indicate that satisfied employees are the major asset and source of any bank for successful achievement of its short-term and long-term objectives. The present study investigates the link between job satisfaction with the job salary package, job security, and reward system, and impact of this satisfaction on employees' job performance in banking sector of Muzaffargarh District, Pakistan. Data is gathered randomly from sample of 150 employees selected from 10 branches of different banks situated in Muzaffargarh District. Descriptive statistics have been applied to check the relationship between two variables (job satisfaction and job performance). The results of study indicate that the relationship between job satisfaction and

job pay package, job security, and reward system is positively correlated. And the impact of this satisfaction is direct and significant on employees' job performance

Parida Sarit Sambit (2016) found that the conflict between work and personal life of an employee is a universal concept. Every employee in this competitive market is facing problem while balancing the professional and personal life. IT sectors have recognized the importance of Work-Life Balance Practices and applied some of them to improve employee productivity. In this he examined that on work life balance policies and practices and work place culture in different industries in order to increase their productivity reduce absenteeism, turn over. Even Government has provided very low work-life balance policies for the employees working in various sectors. Our Government needs to revise its policies from time to time so that its employees will be able to get the benefits out of it. Many Private sector industries are adapting new policies for their employee's benefits. But there is a long way to go for both the private and the public sector in this field to provide their employees a good work life balance policies.

OBJECTIVES OF THE STUDY

1. To find out the reasons what affects employee in his organization.
2. To study the factors effecting behavior of employees.
3. To critically examine the types of issues & problems they encounter in order to reach the level of success.
4. To suggest different remedial measures in helping and accelerating employee attitude

RESEARCH METHODOLOGY

The required data has been collected through secondary source like Text books, Journals, internet and other publication and supported by primary data collected through observation technique.

Discussion

The effect of employee attitude on productivity in the workplace

The attitudes of employees in the workplace can have a significant effect on the business as a whole. Attitude is one of the hidden, hard-to-measure factors that end up being crucial to the success of a company. Whether for better or for worse, employee attitudes tend to have a drastic impact on the productivity of a business, both directly and through the effect on other job-related factors.

Engagement The first factor subject to employee attitudes is engagement. Employees that have a negative attitude toward their company are far more likely to be disengaged, fulfilling their jobs with the least amount of work possible and at the lowest quality level. This attitude of disengagement, disconnection and lack of concern for the company's well-being is costly to employers by way of lost productivity. Employees with the same competencies and skill levels are likely to be many times more productive if they have a positive attitude toward work, and feel connected, committed and invested in the success of the company.

Retention Based on their attitudes toward work, employees feel more or less committed to the job. Those with a generally negative outlook at their work situation have no reason to feel invested in a future with the company. They can leave at any time and might just be waiting for the right opportunity. High employee turnover is significantly costly to business in a number of ways, including training, hiring resources and work left undone. By contrast, employees with positive attitudes toward the job are more likely to develop a sense of commitment to the business and stay for the long haul, lowering turnover costs and increasing productivity through experience, reports "Entrepreneur."

Work Environment Workplace attitudes, both positive and negative, are infectious and can easily spread to co-workers. Negative employee attitudes can have a ripple effect. Decreased trust and goodwill toward co-workers harms collaboration, decreasing productivity. A negative social environment isolates individual employees and creates incentives to avoid or leave the job. By contrast, positive attitudes make interaction and collaboration more pleasant and productive. The encouraging social atmosphere that results from good attitudes creates incentives to be part of the team and gives employees a sense of belonging and emotional investment with the success of the company.

Client Interaction Not all employees interact directly with customers and clients, but when they do, their attitude is a reliable predictor of customer satisfaction. Even the employees who don't have direct contact with clients can influence through their attitudes the level of care and customer service. A negative attitude is likely to manifest in disengagement from customers and lack of concern for their needs. Customers are an annoyance and an inconvenience to employees with a bad attitude. On the other hand, a positive and engaged attitude is likely to result in courtesy, emotional engagement and a real concern for the well-being and satisfaction of the customer

Factors Contributing to Job Satisfaction and Organizational Commitment

Personality Can assessing the work environment fully explain how satisfied we are on the job? Interestingly, some experts have shown that job satisfaction is not purely environmental and is partially due to our personality. Some people have a disposition to be happy in life and at work regardless of environmental factors. It seems that people who have a positive affective disposition (those who have a tendency to experience positive moods more often than negative moods) tend to be more satisfied with their jobs and more committed to their companies, while those who have a negative disposition tend to be less satisfied and less committed. This is not surprising, as people who are determined to see the glass as half full will notice the good things in their work environment, while those with the opposite character will find more things to complain about. In addition to our affective disposition, people who have a neurotic personality (those who are moody, temperamental, critical of themselves and others) are less satisfied with their job, while those who are emotionally more stable tend to be more satisfied. Other traits such as conscientiousness, self-esteem, locus of control, and extraversion are also related to positive work attitudes. Either these people are more successful in finding jobs and companies that will make them happy and build better relationships at work, which would increase their satisfaction and commitment, or they simply see their environment as more positive—whichever the case, it seems that personality is related to work attitudes.

Person–Environment Fit The fit between what we bring to our work environment and the environmental demands influences our work attitudes. Therefore, person–job fit and person–organization fit are positively related to job satisfaction and commitment. When our abilities match job demands and our values match company values, we tend to be more satisfied with our job and more committed to the company we work for.

Job Characteristics The presence of certain characteristics on the job seems to make employees more satisfied and more committed. Using a variety of skills, having autonomy at work, receiving feedback on the job, and performing a significant task are some job characteristics that are related to satisfaction and commitment. However, the presence of these factors is not important for everyone. Some people have a high growth need. They expect their jobs to help them build new skills and improve as an employee. These people tend to be more satisfied when their jobs have these characteristics.

Psychological Contract After accepting a job, people come to work with a set of expectations. They have an understanding of their responsibilities and rights. In other words, they have a psychological contract with the company. A psychological contract is an unwritten understanding about what the employee will bring to the work environment and what the company will provide in exchange. When people do not get what they expect, they experience a psychological contract breach, which leads to low job satisfaction and commitment. Imagine that you were told before being hired that the company was family friendly and collegial. However, after a while, you realize that they expect employees to work 70 hours a week, and employees are aggressive toward each other. You are likely to experience a breach in your psychological contract and be dissatisfied. One way of preventing such problems is for companies to provide realistic job previews to their employees

Organizational Justice A strong influence over our satisfaction level is how fairly we are treated. People pay attention to the fairness of company policies and procedures, treatment from supervisors, and pay and other rewards they receive from the company

Relationships at Work Two strong predictors of our happiness at work and commitment to the company are our relationships with coworkers and managers. The people we interact with, their degree of compassion, our level of social acceptance in our work group, and whether we are treated with respect are all important factors surrounding our happiness at work. Research also shows that our relationship with our manager, how considerate the manager is, and whether we build a trust-based relationship with our manager are critically important to our job satisfaction and organizational commitment. When our manager and upper management listen to us, care about us, and value our opinions, we tend to feel good at work. Even small actions may show employees that the management cares about them. For example, Hotel Carlton in San Francisco was recently taken over by a new management group. One of the small things the new management did created dramatic results. In response to an employee attitude survey, they replaced the old vacuum cleaners housekeepers were using and established a policy of replacing them every year. This simple act of listening to employee problems and taking action went a long way to making employees feel that the management cares about them

Stress Not surprisingly, the amount of stress present in our job is related to our satisfaction and commitment. For example, experiencing role ambiguity and organizational politics, and worrying about the security of our job are all stressors that make people dissatisfied. On the other

hand, not all stress is bad. Some stressors actually make us happier! For example, working under time pressure and having a high degree of responsibility are stressful, but they can also be perceived as challenges and tend to be related to high levels of satisfaction

Work-Life Balance and Its Impact on Employees and Organisational Productivity

The primary objective of promoting the concept of work-life balance is to achieve a sense of empowerment and control. Nevertheless, work-life balance has a different meaning for different individuals. The concept of work life balance revolves around the notion of creating a supportive work environment that not only promotes but also enables employees maintain a balance between their professional and personal life thus strengthening employee productivity and loyalty. It is the responsibility of employers to make sure all employees are being treated fairly and are given respect as individuals who have personal commitments. However, the concept is not restricted to being socially responsible. With the new generation entering the workforce, employers are expected to offer flexible work arrangements. Work life balance is an integral part of an organisational culture and has a direct impact on talent management, recruitment, productivity and development and business performance. Additionally, poor life balance has a negative impact not only on employees but on your organisational productivity as well. Dedicating too much time to work can give rise to a number of issues including stress, physical illness, broken relationships, depression and other health issues. Eventually, it lowers the productivity of your employees and impairs their motivation resulting in increased absenteeism, decreased level of engagement at work and increased errors.

Findings

There are four things that play a major role in successful implementation of the concept. This includes:

Leadership - The leadership in your organisation should have a clear idea about the needs of your employees and take measures to integrate work-life balance into your workplace culture. Your policy portrays a clear picture of your commitment as an organisation.

Communicating the importance of 'Work-life Balance' to your Workforce – It is critically important for organizations to help their employees understand their interests and assist the in defining clear guidelines. This is a win-win situation for everyone involved in the process.

Measuring Employee Performance and Evaluating Results – Regular monitoring and evaluation

of results is important to measure the impact of policies and work-life balance initiatives in order to evaluate programs and determine your future strategy.

One of the biggest misconceptions about the concept is that most people believe it is only meant for big organisations. The concept however has an impact on businesses of all shapes and sizes. When it comes to offering flexible arrangements, small to medium sized organisations can offer greater value to their employees to accommodate their unique needs.

Symptoms of Work Life In-Balance

1. Exhaustion. When you work long hours on a frequent basis and fail to establish boundaries between your work and home life, you end up suffering from physical and mental exhaustion. As a result, your ability to think clearly and your eye-hand coordination suffers. You are less productive and more prone to make mistakes. Your mind is fuzzy, your reflexes are slower, and you are at risk of injury, liability, and even tainting your professional reputation based on slow or ineffective performance.

2. Absence. When you fail to establish boundaries between your work and home life, you end up missing important family events. Not only are you not there for ballet recitals, baptisms, or soccer games, you also miss unique moments, anniversaries, and birthdays. Your absence can really damage your relationships with loved ones and make them feel unappreciated.

3. No friendships. By spending all of your time focused on your career, you don't dedicate any time to nurturing and growing your friendships. Friends are an essential element of your support system. They keep you from getting isolated as a result of high amounts of work and give you positive energy and support. Having a support system is key to having balance in your life, experiencing fulfillment, and having personal satisfaction in life. However, friendships need to be nurtured. Otherwise, they don't last as long or their quality diminishes.

4. Work load increase. The more hours you work at the office and the more consistently you do it, the more work you will receive in compensation. You will get more responsibility and more projects. Now, while this may be a great step towards career advancement and a salary increase, you have to make sure it is not affecting the other aspects of your life. This is a slippery slope which can easily result in a never ending and increasing cycle of work, concerns, and pressures.

Other Effects of Having No Work Life Balance

Having no work life balance or an unhealthy amount of work life balance can result in persistent amounts of stress. This stress can lead to:

- Cardiovascular disease
- Sexual health problems
- Migraines and headaches
- Stiff muscles
- Backaches
- Acne
- Depression
- Weight gain
- Substance addiction
- Nervousness
- Trouble concentrating
- Forgetfulness
- Irritability
- Weak coping skills
- Insecurities
- Lowered self-esteem
- Feeling a lack of control
- Mental and Physical fatigue

Effects of Aging on Job Performance

A person's job performance does not necessarily suffer just because a person gets older. However, there appears to be some correlation between diminished job performance and age with respect to certain job tasks. According to the BBC News article "How Aging Affects Your Ability," aging is most likely to affect job performance if job tasks require sensory perception, selective attention, working memory, information processing, rapid reaction or physical strength. Hearing People tend to lose their hearing as they age. Even though hearing aids can help, some older people may avoid using them because they are expensive or uncomfortable. Hearing aids are also no panacea for all hearing loss, according to The Rubins, a reference site for senior citizens. Consequently, an older person's work performance may be impaired if her job requires her to listen to oral instructions or do presentations from which people ask her a lot of questions. Since communication is an important skill on most jobs, hearing problems can have a negative effect on performance.

Vision Most professional jobs require people to compose and answer emails, research information and even write reports. Older people may have trouble seeing the very small print on computers or have difficulty reading emails, newsletters or other research materials. Hence, a person with vision problems may have difficulty keeping up with the workload, as reading and comprehension would be impaired in this situation.

Physical Strength and Energy

People lose bone mass and muscle strength when they get older. An older person that is required to lift heavy objects on a job might be at a disadvantage. Some positions, like restaurant jobs, also require a lot of physical stamina and energy. Older workers may have difficulty keeping up with the demands of a restaurant or even a factory job that requires a lot of lifting.

Handling Pressure: According to BBC News, anxiety tends to increase with age. Consequently, aging may affect the job performance of certain individuals, particularly in high-pressure jobs where heavy demands are placed on workers. For example, managers in small companies are often engaged in numerous daily tasks, and at the same time, have a number of key responsibilities, including meeting project deadlines. Such a schedule may be too much for an older worker, who may not be able to handle the pressure.

Memory: Age also affects a person's memory. Thus, older workers may have trouble working jobs that require them to memorize facts, and then recite them back with rapidity. For example, a software firm may only have one person handling various marketing research activities. This individual may need to memorize numerous technical aspects of the software to develop a questionnaire for a survey. With the celerity in which many small businesses operate, an aging person may have more difficulty memorizing this technical data. As a result, he might be slower with developing the questionnaire.

Remedies

1. Provide opportunities for employees to achieve their personal goals: Everyone's goals are different . but then again, in some ways not. Show me an employee who doesn't love to take ownership of a project or initiative (and I'll show you a person we don't want to hire). Great employees love to take ownership. They don't want to be given accountability -- They want to own responsibility. So, give employees the freedom to do interesting work that not only drives your organization forward but also drives personal satisfaction, and you'll become the employer of choice for great people. The key is to ensure those employees' goals align with your company's goals. Not just that they are the same. They align.

Provide a unified vision: Everything you do in your organization attracts some people and repels others. That's okay; you don't really want employees who don't embrace what you do and how you do it.

3. Provide opportunities for ideas to flourish.

One of the main attractions of working for an entrepreneurial company is the opportunity to turn ideas into reality. Few things are worse for employee morale than having an idea -- and proving a business case for that idea -- only to see that idea stifled by egos or agendas or an attitude of, "That's not the way we do things around here." Employees with an entrepreneurial mindset like to move fast, create new things and make things happen. Provide those opportunities, and

employees will lose their jobs. (Don't provide those opportunities and you won't have to worry about keeping great employees. In time your company will stagnate and fail.)

4. Show you genuinely care about each employee as a person.

Every employee is different, and that means doing little things specific to that individual. Of course, that means actually knowing each employee as an individual, which requires building a relationship. One way we do that at our company is try to make every employee's hiring anniversary special. I write each card myself and talk about things the person has done and what's happened in the last year. I include some personal touches; each card is different. Recognizing each individual personally is some of the highest-leverage work I can do because it further strengthens the relationship between the employee and the company.

IMPACT OF TECHNOLOGY ON WORK–LIFE BALANCE

Parallel to these changes in the workforce, work itself has undergone major changes over the last decades. Technology has created a sense that life is moving faster and that more and more activities are squeezed into shorter amounts of time. New technologies have made it possible to perform job tasks from everywhere at any time and have increased the number of interruptions during work as well as expectations of speedy replies, fragmenting time and indirectly, affecting productivity and also diminishing personal space and time. Many of us feel increasingly pressured to not only work faster but also work longer hours. While there is a tendency to think that the new array of gadgets that we are surrounded by in our daily life is a boon, the contrary may be true. The world would be more efficient, more educated, if we control technology and the technology does not control us.

Conclusion

Work, family and personal life should be complimentary to each other and not conflicting with each other. Some are successful in their careers but fail in family and personal life, whereas some others who have a vibrant personal and family life are below par at work. Being successful in one sphere of life at the cost of the other is not a healthy sign. In the long run, family happiness and a decent personal life are key determinants of a successful career. A balancing act among these domains may not be as easy as we think, but a sincere attempt in this direction will definitely yield fruitful results. Individuals experiencing greater work–life balance have better health and wellness, greater organizational commitment, greater job satisfaction, better goal achievement, and family happiness. At the family level, work-life balance promotes greater

marital and family stability, family cohesion, and marital and family happiness. Work–life balance reduces turnover, improves performance, and lowers the incidences of lateness and absenteeism. All of us should strive for policies and practices that create an enriching working environment. In the end, optimizing the harmony between the different spheres of life serves multiple purposes: economic, social, and ethical. Recent initiatives in this direction are on-site day care centers/creches which are convenient for employees with kids. Help from the organization with the time consuming and the less desirable chores like picking up the dry cleaning, going grocery shopping, paying bills can go a long way in improving productivity and Work–life balance. To reduce the detrimental effects of a sedentary life style, many organizations are now equipping themselves with fitness centers that employees can use on work time to relieve stress, and a staff of doctors, nurses, and physical therapists available to the employees at any time, all at no expense to the employee. As a result of these Work–life balance implementations, the organizations enjoy an extremely low turnover rate of 3%, low absenteeism, and high employee and customer satisfaction. As professionals engaged in the mental health of people, it is important to consider Work–life balance as a priority issue and make appropriate changes in the working conditions, thereby not only increasing the long-term productivity of communities but also protecting the social fabric of our society against irreversible damage.

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