

COMMUTING AND ITS IMPACT ON EMPLOYEE PRODUCTIVITY

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ABSTRACT

Employee productivity is a buzz word which we hear in the modern scenario. Companies would strive to do anything to get better productivity from the employees. Gone is an era in which the thought of staying more hours at work will lead to better productivity. Better productivity is not the result of staying more time at work. This was proven way back by Henry Fayol and F.W Taylor. Fayol developed the 14 principles of general management and Taylor developed the scientific principle of management. This was taken as the base for management studies. These factors provide a base of obtaining maximum yield out of an employee. But other than these there are still so many factors to be identified which helps in improving the output of an employee. Commute is one such factor that has been identified. With improvement in transportation, people can reach any destination which they want to. So commuting or distance from home to work is not considered to be a big deal while recruiting an employee. Through this study, the researcher tries to find, if there is a relation between work and commute.

INTRODUCTION

Nowadays employees commute a lot to get to their workplace. Rising rent is one of the reasons for this commute. Often the landlords near workplace, charge higher rents, forcing the employees to look in for some cheaper lodgings and often this means a place quite far away from their place of work. Also for some, the reason can be to stay away from the crowds, to a more secluded place. The amount of time an employee spends on commute is not considered to be a part of work, as the employer pays only for the amount of time an employee spends in his or her office. Though many countries in Europe has pointed out that, the time spent commuting to and from first and last appointments by workers without a fixed office should be regarded as working time, this is still left to the discretion on the employer.

The journey from dwelling to place is an intermittent journey from the position of dwelling to the position of employment or learning. Hence it exceeds the limits of the neighborhood of habitation. This from time to time refers to customary or recurring trips linking spaces, even if they are not associated to work. A

difference is also frequently prepared between travelers who go every day or weekly amid residence and occupation, repeatedly from the outer reaches to an urban area. This was considered as the basis of judging neighboring or long-distance commuters. The word commuter comes from the early stages of rail transfer in America. The railways twisted a margin from which traveler was rewarded a low-priced voucher or exchanged in the city. Later, the back formations commute and suburb was copied. The transferred vouchers generally allowed the passengers to take a trip in the alike manner they desire throughout the stage of authority. Normally, the longer the time, the lesser the price per day.

Currently, most workers move from home to work every day before spending eight to ten hours in the office. The increasing prevalence of flexible work options, including telecommuting, homework and joint work, means that workers will have the opportunity to spend less time in the office and less travel time. The increase in flexible work, although beneficial, also poses problems with regard to technology, organizational policies and social interactions. The ability to create social and technological connections will play an important role in the long-term and widespread effectiveness of flexibility at work.

Despite these changes in technology, politics, public transport and demography, most workers will continue to go to work every day. This means that workplaces will continue to be centralized mainly in large and medium-sized cities or in high-density suburbs.

LITERATURE REVIEW

Yu Zhou, Xueqing Fan, Jooyeon Son, ,2019,"How and when matter: Exploring the interaction effects of high-performance work systems, employee participation, and human capital on organizational innovation", Human Resource Management, Volume 58 Issue 3, Pages 253-268. Accessible study on the rapport between high performance work systems and managerial innovation has not compensated enough attention to the preventive effects of employee contribution and human capital. Faced with the literature on human resources management and labor dealings, this study contribute to the unanticipated sight of human resources management and precise research in China by studying human resources and employee partaking. The tone of voice direct and participation in corporate supremacy both restrain the relationship between high performance work systems and organizational novelty. The results advocate that high performance work systems are absolutely linked with organizational innovation when employees with moderately low human capital are linked with a more unswerving voice mechanism or less allocation in corporate governance. In distinguishing, high performance work systems are negatively related to organizational originality when employees with superior human resources are allied with more direct voice mechanisms.

Rhokeun Park, 2017,"Exploring the link between top-down information sharing and organizational performance: the moderating role of flexible manufacturing strategy", Human Resource Management

Journal, Volume 27, Issue 4, Pages 598-613. This study observes whether decision-making residency behavior mediates the rapport between information sharing and organizational custom. The autonomous role of information distribution in employee outcomes and organizational appearance has been largely unnoticed in the HRM literature. Even though information sharing can provide to organizational performance through a variety of processes, the field reveals somewhat regarding the mechanisms of how in order distribution may show the way to organizational presentation. This study also investigates the moderating position of supply residential strategy in the association between in order sharing and decision-making residency behavior. The study found that decision-making residency behavior plays a role as a mediator in the association between in sequence sharing and organizational performance. The relationship between information sharing and decision-making residency behavior was stronger in firms with anelastic manufacturing policy than in firms with a mass creation strategy. The result provide proposition on how information sharing is related to executive performance and which organizations should tear more information with their employees.

Bilal Bin Saeed, Bilal Afsar, Shakir Hafeez, Imran Khan, Muhammad Tahir, Muhammad Asim Afridi, 2018, "Promoting employee's pro environmental behavior through green human resource management practices", Corporate Social Responsibility and Environmental Management, Volume 26, Issue 2, Pages 424-438. The attainment of organizational initiatives in environmental sustainability is based on the ecological performance of employees. One of the main confronts facing human resources professionals is to make sure an adequate combination of environmental sustainability into human resources procedure. The reason of the study was to give the impression of being at the effects of environmental practices of human resources management on the environmental behavior of employees. The energy, food, substance and pharmaceutical manufacturing have come jointly. The results bare that ecological practices of human resources management had a positive collision on the pre-environmental presentation of employees and that pre-environmental mental capital contributed to this. Worker ecological knowledge has reasonable effect of environmental organization practices on pre-environmental behavior.

Taesung Kim, 2015," Impacts of Learning Interventions on Organizational Human Capital and Performance", Performance Improvement Quarterly, Volume 27, Issue 4, Pages 7-28. Existing research has examined the structural involvement connecting organizational savings in employee expansion and professional growth interventions, organizational human capital and long-term organizational performance in the business atmosphere. The study questions were examined using examination data from the sample companies in the 2009 dataset of the Human Capital Corporate Panel. Statistical policy integrated height tests and an inspection of the computation and mediation dealings linking the variables, followed by the dissimilarity of the effect size. The consequences of the arithmetical analysis indicated that the buoyant collision of employee interference and professional increase on organizational processes. The client skills is completely mitigated with better managerial human capital. In other words, a statistically significant

relationship amid knowledge interventions and lasting organizational presentation has not been documented without the essential role of negotiator of human assets. Based on the pragmatic findings, this research has voluntary implication for live out and proposal for potential study.

Sally A. Carless, Jana Rasiah, Bernd E. Irmer, 2011, "Discrepancy of human resource research and practice: Comparison of industrial/organisational psychologists and human resource practitioners' beliefs", *Australian Psychologist*, Volume 44, Issue 2, Pages 105-111. A big and rising body of research shows that human resources practice affect unit performance, organizational productivity and organizational performance. Academic outcome on useful human resources practices have not been easily adopted by professionals. More than a few hypothetical and sensible explanations about the breach between research and practice have been presented. The research of Rynes, Colbert and Brown (2002) suggests that the smash between study and perform is due to lack of information. But the quantity to which these consequences apply to the backdrop is odd. The model included industrial psychologists and human resources professionals. The main point of this study was to photocopy and make bigger the work of Rynes et al. Review and evaluate the knowledge of psychologists and human funds professionals. It was exposed that the psychologists in common were better informed about human resources research than human resources professionals; in particular, they are more familiar with management, service and selection practices. In both groups, of the five fulfilled areas examined (management practices, general employment practices, training and development, recruitment and selection, and compensation and benefits), the maximum gaps are in staffing and selection.

John E. Delery, Dorothea Roumpi, 2009, "Strategic human resource management, human capital and competitive advantage: is the field going in circles?", *Journal*, Volume 27, Issue 1, pages 21-27. The company's resource-based idea has been logically used as an environment for planned human resources management research and has the possibility to decrease the micro - macro breach. Pressure has damaged planned human resources management and the literature on planned human capital. The study means that the human resources management has not reached its possible limit. The article begins with a short evaluation of the theoretical logic that links human resources management practices and real consequences aimed at significant differences in the action of human resources management. The study then proposes a hypothetical model that suggests that human resources management practices are not presently levers that authorize companies to make a sustainable spirited advantage. It is the core of strategic human capital research. Rather, the researcher argues that human capital management practices can donate to a sustainable spirited put on, not only by mounting employee capacity, providing incentive and opportunities, but also by influential mobility constriction on the supply side and on the demand side.

Hildegunn E. Stokke, 2008, "Productivity Growth and Organizational Learning", *Review of Development Economics*, Volume 12, Issue 4, Pages 764-778. A new condition of the sources of productivity enlargement is planned. Aggravated by the need of novelty and scientific implementation in backward economies, a growth opportunity related to the organizational structure, work principles and discipline in the construction process or organizational learning is talked about in the study. The elective condition generates original information on the dominant foundation of expansion during the maturity process. The organizational learning is lagging in economies, adoption of technology in middle-income economies and proceeded in developed economies. This adds to the present consideration of maturity as a transition from technology implementation to novelty. Mathematical simulations of the transformed process exemplify the worth of organizational learning. The counterfactual information shows how investments in derived schooling add to the transformation in organizational learning to the receipt of more superior unfamiliar technologies.

James C. Hayton, 2004, "Strategic human capital management in SMEs: An empirical study of entrepreneurial performance", *Human Resource Management*, Volume 42, Issue 4, Pages 375-391. This article investigates the association between human capital management and other present-day human resources management practices, as well as the ability of SMEs to be entrepreneurs. In a study of SMEs, human resources management practices give self-reliance to employee optional behavior; knowledge distribution and organizational learning are positively connected with business performance. Two eventualities for this connection are also recognized. First, the use of intended human capital management practice reinforces the positive association. Second, these relationships are stronger for SMEs that function in high-tech industries.

Francis Green, 2003, "The Impact of Company Human Resource Policies on Social Skills: Implications for Training Sponsorship, Quit Rates and Efficiency Wages", *Scottish Journal of Political Economy*, Volume 47, Issue 3, Pages 251-272. The idea of human capital of a company is reconsidered to take in the realistic and communal skills of the employees. Industrial skills are distinct by the ability to modify inputs into yield. These are made particular by the competence of the combined labor attempt. Communal skills are clear by the propensity to behave in a way those favor the company's objectives. In simple terms, communal skills are the typical gift to the effort to which an individual gives his approval and is calculated by the experiential enthusiasm and behavior. It proposes and chains the endurance of a job management function for companies, which links social skills with human resources policies. The penalty for the labor market are the following: (i) companies finance widespread guidance and, at the similar moment, salaries do not manifestly increase with guidance; (ii) the accomplishment of human capital should not lead to an increase in the figure of defections, including devious wages; (iii) human resources policy put back

competence salaries or employee supervision; and (iv) economy with a brawny organizational commitment have low balance being without a job rates.

OBJECTIVES OF THE STUDY

The study is undertaken with the following objectives:

1. To study the amount of time spend by employees on commutation to work
2. To study whether the commuting hours to work can affect the productivity of the employees.
3. To provide suggestions and recommendations based on the study conducted.

HYPOTHESIS

The following are the hypotheses that are set:

H0: There is no significant association between commutation and employees productivity.

H1: There is a significant association between commutation and employees productivity.

H0: There is no significant association between work life balance and commutation.

H1: There is a significant association between work life balance and commutation.

RESEARCH METHODOLOGY

DATA

Both prime and derived data were used for this study. Prime data was collected through a pre- structured questionnaire, while derived data was collected from various articles, books and also via internet.

SAMPLING METHOD

The investigation was carried out among 200 employees selected on the foundation of convenience sampling.

LIMITATIONS ENCOUNTERED

1. The study includes only 200 respondents, whose opinions are analysed. Thus it is possible that the study would limit to the sample itself and perhaps not beyond it.
2. The study includes employees of only Chennai city.

STATEMENT OF THE PROBLEM

Commutating has become an element that cannot be avoided in our life. Be it to work, to school, to college, to shop, for vacation etc. The modern man has many reasons to commute and these are a few to be named of. Commuting is something which we cannot live without. The modern transportation mechanisms has made our commuting at a much faster rates. In olden times the distances that took a week to commute can be covered within a few hours. Hence, the rate of employees who commute long distances to reach to their destinations is also more. Now distance is not considered to be a very prominent factor when one chooses the workplace. This is because we have a variety of options to choose from, including bus, train, own transportation, pooling etc. Through this study the researcher tries to find, if there is a defect in employee productivity due to long commutation or if not.

SCOPE OF THE STUDY

The study “Commute and its Impact on Employee Productivity” is conducted in Chennai city. Chennai being metropolitan city, hubs many employees working in various sectors, as well as people who commute far and near from their homes to their workplace. Also the city offers various modes of transportation which makes the distance to work seem less hectic. Some included in the transportation media includes buses, local trains, pooling and commuting etc. With the city offering so many transportation avenues and employment opportunities, it was considered as an ideal place of study. Through the study, the research would like to find out, if the long hours of commute affect the productivity or the output of the employees.

FINDINGS FROM TESTING OF THE HYPOTHESIS

HYPOTHESIS 1

H₀: There is no significant association flanked by commutation and employee productivity

Hours of Travel	High	Low	Average
Less than 1 hour	57	55	67
1 hour – 2 hour	48	52	68
2 hours or more	54	46	58

Anova Table

Sum of variation	Sum of Square	Degree of Freedom	Mean Squqre	F Ratio
Between Samples	304	3-1=2	152.12	9.85

Between Rows	73.56	3-1=2	36.78	2.38
Within Samples	61.77	2*2=4	15.44	
Total Sum	439.56	9-1=8		

The critical value of F for columns at 5% level of significance $V_1=2$ and $V_2=4$ is 6.94. The projected value is superior than the critical value. Hence the null hypothesis is rejected. Therefore, it can be concluded that, there is a significant association between commutation and employee productivity.

HYPOTHESIS 2

H_0 : There is no significant association between work life balance and commutation.

Ability to maintain work life balance

Travel Hours	Yes	No	Total
Less than 2 hours	40	80	120
More than 2 hours	30	50	80
Total	70	130	200

The calculated value of $\chi^2=0.37$

$$d.f=(2-1)(2-1)=1$$

Critical or table value of χ^2 at 5% level of significance is 3.841. Therefore the null hypothesis is accepted. Hence it can be concluded that there is no relation between commuting and work life balance.

SUGGESTIONS

The study conducted brought about two conclusions i.e. , there is a significant association between commuting and employee productivity, whereas there is no significant relationship between commuting and work life balance. From the point of view of employer, the employer is mostly concerned with the organizational output. If the commuting hours affect the productivity of an employee, the organization should think about providing lodging or housing facilities to the employees. But if the cost considerations don't encourage the firm to do so, atleast training programs should be conducted by the management which should stress on the importance of staying closer to the area of work. Also the management can choose to recruit people on the proximity of their stay. People who stay closer to the organization can be given priority, rather than people who stay afar from work, provided they are not ready to relocate.

CONCLUSION

From the study conducted it can be concluded that commutation doesn't affect an employee's work life balance, but it indeed affects his or her productivity to the organization. With more stress given on employee productivity and the management trying to obtain maximum output from the employees, steps should be taken in this regard. Providing employees with housing benefits is one such initiative that can be taken from part of the employers, especially for jobs which require higher participation from the part of the employees.

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