

Analyzing the Role of Employees' Socio-Economic Status as a Predictor of their Long-Term Commitment in a Public Sector Oil Refinery: A Case of IOCL, Digboi.

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Abstract:

The commitment of employees in an organization is very important especially in public sector organization. Despite various studies on the determinants of employees' commitment, little studies have examined the influence of socio-economic factors on employees' commitment. This study attempts to study the socio economic conditions of the employees in a rigid public sector like Indian Oil Corporation Ltd. This study further investigates the relationship between the socio –economic conditions and levels of employees' commitment in Indian Oil Corporation Ltd., Digboi Refinery. Employee commitment is shaped by socio-economic factors, such as economic conditions, human resource practices, and social values, which influence an employee's emotional attachment, perceived cost of leaving, and sense of obligation to their organization. These factors determine the level of commitment, which in turn affects performance, productivity, and turnover rates.

Keywords: Employees Commitment, Socio economic conditions, Employees, Affective, Normative and Continuous commitment

1.1.Introduction:

Due to the density and volatility of this business world the organisation are constantly facing a lot of challenges by the impact of changes today. In this era of competition, only those organisations, that have an edge over others in the resources they possess, will survive and compete. It is increasingly argued that those organizations which will be able to meet the challenges will be the ones that can acquire and utilize valuable, insufficient and inimitable resources (Barney, 1991). Human resource is one of the resources that contribute to the growth of the organisation if they are effectively deployed through appropriate human resource practices and management of organisational culture (Barney & Wright, 1998).

Organisational commitment has been defined and measured in several different ways due to diverse definitions and measuring variables in the literature. The bond between an individual and organisation is recognised in the definition of organisational commitment (Mowday, Porter & Steers (1982). Becker (1960) opined commitment as the tendency to engage inconsistent line of activity. Meyer and Allen (1990) developed an organisational commitment measurement model called “Allen and Meyer Three Components Model”. The first component of the model is continuance commitment which is a type of commitment when someone feels lost when they resigned from the organisation. The second component is affective commitment which is a type of commitment when someone feels to be the one who is a part of the organisation and commits towards the organisational objectives. The third component i.e., normative commitment is the type of commitment when someone feels moral commitment as the obligation feeling that the organisation advocating in employee mind.

There are different levels of individuals commitment based on development of the different stages of commitment in individuals. Roughly the levels of commitment may be divided into the three levels – higher level, moderate level and lower level of commitment which are discussed on below:

i.Higher level of commitment: According to Reichers (1985), high level of organisational commitment determines a strong acceptance of the organisation's goals and objectives and the tendency to try endlessly to stick to the organisation.

- ii. Moderate level of commitment: The moderate or partial level of organisational commitment determines a consistent acceptance of organisational goals and objectives and the tendency to try endlessly to stay with the organisation.
- iii. Lower level of commitment: The low level of organisational commitment determines the lack of acceptance of organisational goals and objectives, and the unwillingness to stay with the organisation. Blau and Boal (1987) examined insurance workers and concluded that employees with higher level of organisational commitment are those with a reduced amount of absenteeism and turnover. Porter, Lawler and Hackman (1975) suggested that the employees with lower levels of commitment are more likely to leave their counterparts. Meyer and Allen (1991) also argued that those employees that have better relationship with their supervisors have higher levels of commitment to the organisation. Meyer, Allen and Smith (1993) found a positive relationship between the employees' age, and the time they spend with the organisation on one hand and the level of their organisational commitment.

It has come across the dimensional measure of organisational climate and employees' commitment to the organisation. This research focuses to study the relationship between the socio-economic conditions of the employees and the level of employees' commitment in IOCL, Digboi Refinery. Demographic variables such as the respondent's length of service in the organisation, designation, experience, educational qualification, income, marital status, family possessions, type of house living, vehicles possession, religion, locality residing, agricultural land possessions, total amount of income tax paid etc. were taken as the variables to understand the socio-economic status of the respondents.

1.2. Review of Literature:

Organisational commitment is one of the most widely studied concepts in the literature of organisation behaviour. A great deal of concentration was first given to the study of commitment to the organisation (Mowday, Porter and Steers, 1982). Becker (1960) referred commitment to job like for instance, a person refuses to change his job, even though, the new job offers him a high pay and better working conditions. Kanter (1968) described commitments as a process through which individual's interests turn out to be attached in carrying out socially organised patterns of behaviours which are seen as satisfying these interests and in terms of the nature or needs of the person. Hall, Scheider and Nygren (1970) defined organisational commitment as the process by which the goals of the organisations and those of the individual become increasingly integrated and congruent. Sheldon (1971) defines organisational commitment as an attitude or an orientation towards the organisations, which links or attracts the identity of the person to the organisations.

Sowmya and Panchanatham (2011) conducted a study on organisational commitment and identified the socio economic factors influencing organisational commitment of banking sector employees in Chennai. The researcher found that in banks, organisational commitment depends upon the optimistic and affirmative commitment of the employees. It was also found that the bank employees are passionate in reflecting their continuance commitment in their work environment to provide maximum length of service to the organisation. Mangaleswaran and Srinivasan (2012) compared organisational commitment of employees with their demographic background in India and Sri Lanka. The result revealed that employee commitment differs between PSBs in India and PSBs in Sri Lanka. The Indian PSBs employees are more committed to their banks than their counter parts. Khalili and Asmawi (2012) conducted a study on the impact of gender differences on organisational commitment in a private Small and Medium Enterprise (SME) companies in Iran. The results revealed that men and women have the same level of affective commitment, continuance commitment and overall organisational commitment but women have a greater level of normative commitment than men within the SMEs.

Gregersen and Black (1996) posited that socio economic conditions of the workforce of an organisation would enhance a sense of belongingness to the organisation and that would led to an increase in level of commitment among employees.

Amelia(2024) conducted a study on employees commitment and socio economic conditions of the workforce in a organization. The study found out that new skills are required to cope up with the modern economy. The socio

economic factors like qualifications, income and professional skills plays a big role in the level of commitment of the employees. Therefore skill training and continuous education are key to preparing the current and future workforce.

1.3. Objectives of the study:

1. To study the socio economic conditions of the employees in Indian Oil Corporation Limited, Digboi Refinery.
2. To find out the relationship between the socio-economic conditions of the employee with the level of employees' commitment .

1.4. Research Methodology:

The research population of the study comprises of the all the employees of Digboi Refinery, Indian Oil Corporation Limited (IOCL). The respondents were selected through stratified random sampling method. There are 1575 number of employees, out of which the number of executives are 325 and number of non-executives are 1250 as on 14th November, 2014. The executive level employees include officers, managers and higher level management personnel and non-executive employees include all other supporting staffs and workers of the refinery (IOCL Manual, 2014). The sample size consists of 20 per cent of the population i.e. 20 per cent each from executives and non-executives level of employees. The sample distribution is presented as follows:

Table I : Distribution of Sample

Population			Sample Size		
Executives	Non-executives	Total	Executives	Non-executives	Total
325	1250	1575	65	250	315

To assess the socio-economic conditions, variables namely age, length of service in the organisation, income, members in the family, education etc. were considered.

1.5.Data collection

The study was conducted through primary and secondary data. Primary data was collected from the sample respondents through a well designed and pretested questionnaire. The sources of secondary data were the administrative and personnel manuals of IOCL, journals, magazines, various survey reports, published and unpublished research papers and dissertations etc. The study has adopted tools descriptive statistics and correlation for statistical analysis.

1.6: Relationship between Socio-Economic Conditions and Employees' Commitment in Indian Oil Corporation Ltd., Digboi Refinery

The socio-economic status of the employees was measured by using a well established questionnaire proposed by Aggarwal, Bhasin, Sharma, Chhabra, Aggarwal&Rajoura(2005). The socio-economic status of the executive and non-executive employees which was measured by using the data in this questionnaire is shown in the following tables:

Table II: Socio-economic Profile of the Executives

Sl. No.	Social Status	Score	Result
1	Upper High Class	≥ 76	41
2	High Class	61-75	19
3	Upper Middle Class	46-60	5
4	Lower Middle class	31-45	0
5	Poor	16-30	0
6	BPL(Below poverty line)	≤ 15	0
	Total		65

Source: Researcher' Calculation

Table III: Socio-economic Profile of the Non Executives

Sl. No.	Social Status	Score	Result
1	Upper High Class	≥ 76	5
2	High Class	61-75	44
3	Upper Middle Class	46-60	156
4	Lower Middle class	31-45	45
5	Poor	16-30	0
6	BPL(Below poverty line)	≤ 15	0
	Total		250

Source: Researchers' Calculation

Table I and II shows the segregation of different status of socio-economic profile of the employees where Upper High Class has been labeled more than and equal to the score of 76, High Class in 61-75, Upper Middle Class in 46-60, Lower Middle Class in 31-45, Poor in 16-30 and Below Poverty Line (BPL) is less than and equal to 15 scores respectively.

From the tables above, it is found out that there are 41 executive employees' which fall on the Upper High Class and 19 executive employees which fall on the High Class and it is followed by five executives who fall under Upper Middle Class. In case of the non-executive employees, five employees fall on Upper High Class, 44 on High Class, 156 on Upper Middle Class and 45 on Lower Middle Class respectively. There has been no evidence of employees from both executive and non executive level which is found to fall on Poor and the BPL status due to various employee facilities in IOCL, Digboi Refinery and salary structure.

The relationship between the socio-economic conditions and employees' commitment by the executive and non-executive employees was found out by using co-efficient of correlation. Age, length of service in the organisation, income, members in the family and education are considered as the independent socio-economic variables and organisational commitment is considered as the dependent variable to measure the relationship. The following tables show the correlation matrix between socio-economic conditions and employees' commitment to the organisation.

Table IV: Relationship between the Socio-Economic Conditions and Employees Commitment (for Executive Employees)

Correlations

		Age	Lengthofservice	Income	Membersinfamily	Education	COMMIT
Age	Pearson Correlation	1	.713**	.710**	.562**	-.186	.081
	Sig. (2-tailed)		.000	.000	.000	.139	.520
	N	65	65	65	65	65	65
Lengthofservice	Pearson Correlation	.713**	1	.528**	.682**	-.192	.213
	Sig. (2-tailed)	.000		.000	.000	.126	.088
	N	65	65	65	65	65	65
Income	Pearson Correlation	.710**	.528**	1	.404**	-.178	.062
	Sig. (2-tailed)	.000	.000		.001	.157	.625
	N	65	65	65	65	65	65
Membersinfamily	Pearson Correlation	.562**	.682**	.404**	1	-.034	.149
	Sig. (2-tailed)	.000	.000	.001		.791	.236
	N	65	65	65	65	65	65
Education	Pearson Correlation	-.186	-.192	-.178	-.034	1	-.147
	Sig. (2-tailed)	.139	.126	.157	.791		.243
	N	65	65	65	65	65	65
COMMIT	Pearson Correlation	.081	.213	.062	.149	-.147	1
	Sig. (2-tailed)	.520	.088	.625	.236	.243	
	N	65	65	65	65	65	65

** . Correlation is significant at the 0.01 level (2-tailed).

Table V: Relationship between the Socio-Economic Conditions and Employees Commitment (for Non-Executive Employees)

Correlations

	Age	Length of service	Income	Members in family	Education	Commitment score
Age	1	.657**	.320**	.267**	.030	-.033
Pearson Correlation						
Sig. (2-tailed)		.000	.000	.000	.641	.605
N	250	250	250	250	250	250
Length of service	.657**	1	.379**	.098	-.014	-.141*
Pearson Correlation						
Sig. (2-tailed)	.000		.000	.122	.831	.026
N	250	250	250	250	250	250
Income	.320**	.379**	1	.214**	.063	-.061
Pearson Correlation						
Sig. (2-tailed)	.000	.000		.001	.322	.335
N	250	250	250	250	250	250
Members in family	.267**	.098	.214**	1	.022	-.081
Pearson Correlation						
Sig. (2-tailed)	.000	.122	.001		.725	.204
N	250	250	250	250	250	250
Education	.030	-.014	.063	.022	1	-.025
Pearson Correlation						
Sig. (2-tailed)	.641	.831	.322	.725		.690
N	250	250	250	250	250	250
Commitment score	-.033	-.141*	-.061	-.081	-.025	1
Pearson Correlation						
Sig. (2-tailed)	.605	.026	.335	.204	.690	
N	250	250	250	250	250	250

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

1.5. Findings:

The degree of relationship between the variables is measured by coefficient of correlation (r). Various literatures on social sciences support that the value of ' r ' is in between the range of -1.0 to +1.0. It can be no larger or smaller than this range. A positive correlation coefficient that is anything above 0 (zero) means that the two variables move either upward or downward together. On the other hand, a negative correlation coefficient which is anything below 0 (zero) means that the two variables move in opposite directions that is, as one increases, the other decreases. This is also known as an inverse relationship. Higher value of (r) towards -1 or +1 denotes more significant relationship. If the value of ' r ' is 0 (zero) there is no relationship between the variables.

Regarding the executive employees, the individual correlation between age, length of service in the organisation, income, members in the family and education with employees' commitment is measured at $r=0.081$, $r=0.213$, $r=0.062$, $r=0.149$ and $r=-0.147$ respectively. But, there is no significant relationship between the select variables of socio-economic conditions of executive employees to their commitment.

Again, the individual correlation between age, length of service in the organisation, income, members in the family and education of non-executive employees with their commitment is measured at $r=-0.033$, $r=-0.141$, $r=-0.061$, $r=-0.081$ and $r=-0.025$ respectively. In this case also, there is no significant relationship between the select variables of socio-economic conditions of non-executive employees to their commitment. Therefore, the study concludes that, there is no relationship between the socio-economic conditions of the employees and their commitment to IOCL, Digboi Refinery.

In contrast to this finding, Iran, Maryam & Mohamadreza (2014) opined that there is positive relationship between the socio-economic status of the employees and their commitment to the organisation. But, they also mentioned in the same study that there of course lies the need for extensive research on the relationship between these two variables. Further, they portray that it cannot be able to clearly conclude that socio-economic status of the employees lead to the amount of commitment to the organisation.

Again, it is interesting to mention that the finding of the present study which draws no relationship between the socio-economic conditions of the employees and their commitment to the organisation is highly consistent with the findings of Allah & Mohammad (2013).

1.6. Conclusions:

From the analyses above, it is found out that there exist a good commitment level of the employees towards the organisation but there is no significant relationship between socio-economic status of the employees and their commitment to the organisation.

- **Higher socioeconomic status (SES):** Employees with higher income, education, and occupation levels are often found to have higher commitment. They are better equipped to provide for their families and have more opportunities to develop their own skills.
- **Moderating role of job quality:** The impact of job quality on commitment is moderated by an individual's socioeconomic status. For employees with lower SES, the positive effects of a better job quality on commitment may be less pronounced because they may feel less able to leave due to a lack of resources and social connections to find other work.

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