



Relevance of Biographical Factors of Employees and Their Impact on Organisational Commitment

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ABSTRACT

Through this paper an attempt is being taken to examine some biographical factors of employees of eleven selected organizations and their impact on Organizational Commitment. The entire paper is divided into three parts. The first part entitled "Theoretical Perspective" includes an Introduction, Meaning of Biographical Factors and Organizational Commitment, Objectives, Hypothesis, Research Methodology, Rationale, Scope of the study and Review of Literature of the study. The second part is "Relevance of Biographical factors of employees and their impact on organizational commitment". There are sizeable number of biographical factors such as Sex, Education, Caste, Religion and Culture, Marital Status and Age of employees etc in the organization but purposively, three factors such as sex, caste and marital status are taken under this study. The third part entitled "Conclusion", where some major finding are given as identified throughout the study and according to some suitable recommendations are put forward.

KEYWORDS : – Biographical factors, Employees, Organizations, Organizational commitment.

1.1 Introduction

Organizational Commitment is a great source of employee's productivity as because commitment is the involvement and the willingness to go away from the outline of the job and to do little more for the organization. In Guwahati metro region it is observed that the commitment varies with lot of factors, such as type of organization, Biographical factors, culture of organization, socio-economic factors of the region, stress of the individuals, and support provided by the organization and communities. Therefore, in order to increase productivity, it is necessary to improve the condition of employees by a careful study on them. Hence, a detail study of biographical factors as an influence factor on organizational commitment is found to be needed. Considering these fact, here an attempt is being taken to discuss as how the biographical factors of employees and their impact on organizational commitment.

1.2 Meaning of Biographical Factors

Biographical factors are the personal characteristics of employees such as sex, caste, religion and culture, marital status and age. Biographical factors of employees affect their performance and satisfaction. Moreover, these biographical factors again can influence in formation of personality and this personality directly impact on productivity. All of these biographical factors of employee "will undoubtedly influence the person's effect on others and in turn, will affect the self concept."¹ Hence, these biographical factors influence the physical, mental and psychological development of workers.

1.3 Meaning of Organizational Commitment

"Organizational Commitment is classically measured by items tapping respondents willingness to work hard to improve their companies, to fit between the firm's and worker's value, reluctance to leave, and loyalty towards or pride taken in working for their employers."²

1.4 Objectives of the Present Study

The basic objective of the paper is to examine the impact of various biographical factors of employees on organization commitment.

1.5 Hypothesis

In order to examine the above specific objective, the following hypothesis has been formulated. This hypothesis is tested in the appropriate content of the second part of the paper.

a) It is assumed that there is a positive relationship in between biographical factors of the employees of both public and private organizations and organizational commitment.

1.6 Research Methodology

The study is based on both primary and secondary data. The primary data are collected by the technique of field survey, personal interview and questionnaires. In a Guwahati metro region there are 60 numbers of private organizations and 49 numbers of Public organizations. So purposively and randomly 6 number of Private Organizations and 5 number of Public Organizations have been selected under study. The data have been analyzed by applying mathematical and statistical tools and techniques.

1.7 Rationale of the Study

In order to achieve the overall development of an organization, commitment is immensely important. Without organizational commitment no organization successfully implement its plan, programmed and scheme. On the other hand without organizational commitment no employee and manager cannot get an opportunity to show their excellence and productivity. Hence, organizational commitment is the foundation of organizational development as well as for enhancing employee's productivity.

1.8 Scope of the Study

To depict a total and clear picture on biographical factors in relation to organization commitment of employees of both public and private organization have been taken. The present study is confined to Guwahati Metro city, Assam.

1.9 Review of Literature

Mathieu and Zajac supported two dimensional conceptualization of OC using active commitment characterized by involvement and identification and passive commitment characterized by intention to stay. The study also acknowledged links between commitment and employees behavior that might be moderated by situational factors. It was also concluded educational level has low negative correlation with OC, while age shows a medium positive correlations whereas women shows higher OC than men.

PART II

RELEVANCE OF BIOGRAPHICAL FACTORS OF EMPLOYEES AND THEIR IMPACT ON ORGANISATIONAL COMMITMENT

2.1 Differentiation of sex and their impact in formation of organizational commitment

In formation of Employees' commitment, the persons should have some potential or opportunities. On other hand, in case of male and female different potentiality are associated for achieving organiza-

tional commitment. From gender point of view, female have some limitations, which sometimes stand on the way of forming commitment successfully.

Because, "it is generally believed that gender differences between male and female affect the job performance, especially in situation demanding physical effort. At lower level, women are willing to conform to authority, whereas men are more aggressive. The difference in productivity and turnover were also negligible. The rate of absenteeism among female was found to be higher because of house and family responsibility."³ Further to depict the distribution of respondents by sex a table is prepared and shown in the table 1 below.

Table No.1 Showing Distribution of Respondents by Gender and Type of Organization, Guwahati Metro Region

| Gender | Absolute | | | Percentage | | |
|--------|----------|---------|--------|------------|---------|--------|
| | Total | Private | Public | Total | Private | Public |
| Total | 600 | 216 | 384 | 100.0 | 100.0 | 100.0 |
| Male | 357 | 122 | 235 | 59.5 | 56.5 | 61.2 |
| Female | 243 | 94 | 149 | 40.5 | 43.5 | 38.8 |

Source:-Compiled from field survey and personal interview.

Table 1 illustrates the total 600 respondent distributed by sex. The higher level of services in Guwahati Metro Region 59.5 % acquired by male while 40.5% by females. In Public sector, it represents 61.2% male and 56.5% male in the private sector of the data set. Total sample of the female distributed is 38.8% with the Public sector and 43.5% female in the private sector of the data set.

2.2 Caste structure and organizational commitment

In respect of the caste structure of employees, there is a Public provision of reservation for General, Schedule Caste (SC), Schedule Tribe (ST), Other Backward Caste (OBC) in case of Public organization. As per Public provision, the reservation for ST is 7.5%, SC is 15%, OBC is 27%.

From the organizational commitment point of view, there is an impact of the provision on it. It is because of the fact that in case of selection, appointment and promotion, there are many provision of exemption of merits and other qualification and experience.

As per Public provision, "Reservation of jobs to Sc's, St's, minorities and other backward classes (OBC) is a political decision. There is a strong case for giving preference to people hailing from less advantaged sections of the society. Reservation has been accepted as in evitable by all sections of the society. The Supreme Court also has agreed upon 50 percent reservation of seats and jobs."⁴

But, owing to the provision, most of the meritorious, qualified, experienced and talent employees are deprived and discouraged, which ultimately adversely affect on the formation of employees as well as organizational commitment. The organizations have to design an attractive recruitment policy specially to recruit the talent and efficient employees, as because without efficient and effective employees, no organization can show its excellence, where without excellence, commitment is impossible. "If the job to be filled is not very attractive most prospective candidates may turn indifferent any may not even apply. This is especially true in case of job that deal with boring, anxiety producing, devoid of career growth opportunities and generally do not reward performance in a proper way, (e.g. jobs in departmental undertaking such as Railways, Post and Telegraphs, Public sector banks and Insurance Companies failing to attract talent from premier management institutions."⁵

In case of 6 numbers of Public organizations under this study, the provision of reservation has acting as a constraint for obtaining efficient candidate suitable for easily achieving organizational commitment. So, the decision or provision of this reservation cannot be recommended from organizational commitment point of view. It is observed that in time of promotion or up gradation, most general caste employees are deprived, which ultimately makes impossible to form a team workforce for achieving organizational goal. Moreover, due to present of the reservation, no satisfactory work culture is built up in these Public organizations. Of course, there is no such type of reservation provision to be maintained by the private organizations

under study.

Further, to depict the distribution of respondents according to caste gender and types of organization is prepared and shown in the table 2 below

Table No. 2 Showing Distribution according to Caste of Respondents, Gender and Type of Organization, Guwahati Metro Region

| Caste | Absolute | | | Percentage | | |
|-----------------------------|----------|------|--------|------------|--------|--------|
| | Total | Male | Female | Total | Male | Female |
| SC | 94 | 56 | 38 | 15.6 | 15.7 | 15.6 |
| ST | 124 | 66 | 58 | 20.6 | 18.5 | 23.8 |
| OBC | 184 | 106 | 80 | 30.6 | 29.7 | 32.9 |
| General | 196 | 129 | 67 | 32.6 | 36.1 | 27.7 |
| TOTAL | 600 | 357 | 243 | 100.00 | 100.00 | 100.00 |
| Private Organization | | | | | | |
| SC | 32 | 14 | 18 | 14.8 | 11.5 | 19.1 |
| ST | 29 | 13 | 16 | 13.4 | 10.7 | 17.0 |
| OBC | 56 | 29 | 27 | 26.0 | 23.8 | 28.7 |
| General | 99 | 66 | 33 | 45.8 | 54.0 | 35.2 |
| TOTAL | 216 | 122 | 94 | 100.00 | 100.00 | 100.00 |
| Public Organization | | | | | | |
| SC | 62 | 42 | 20 | 16.1 | 17.8 | 13.4 |
| ST | 95 | 53 | 42 | 24.7 | 22.5 | 28.1 |
| OBC | 130 | 77 | 53 | 33.9 | 32.7 | 35.5 |
| General | 97 | 63 | 34 | 25.3 | 27.0 | 23.0 |
| TOTAL | 384 | 235 | 149 | 100.00 | 100.00 | 100.00 |

Source:-Compiled from field survey and personal interview.

Overall caste structure of the employees is balanced with the Public policy implication in Metro Guwahati region. Data reveals that the general (open) caste 32.6%, the Other Backward Class represents 30.6%

Schedule Tribe represents 20.6% respondents and Schedule Caste represents 15.6% respondents to total respondent of the study.

2.3 Marital status and its impact on commitment

Married employees are found to be more responsible than that of the unmarried employees. Because married employees have a lot of family and social responsibilities for which their service is immensely important. They want to safe guard their service as a source of income. But unmarried employees are more careers oriented so that always searching for better job, which increase the rate of turnover amongst unmarried employees. Therefore, married employees are more committed in their job compared to unmarried employees as per under the study. According to Stephen P. Robins marriage imposes increase responsibilities that may make a steady job more valuable and important which decrease the rate of turnover amongst married employees in the organizations.⁶

Further, to depict the distribution of respondents according to marital status, gender and types of organization is prepared and shown in the table 3 below

Table No. 3 Showing Distribution of Respondents according to Marital Status, Gender and Types of Organization, Metro Guwahati Region

| Marital Status | Absolute | | | Percentage | | |
|-----------------------------|----------|------|--------|------------|-------|--------|
| | Total | Male | Female | Total | Male | Female |
| Married | 386 | 257 | 129 | 64.3 | 70 | 55.4 |
| Unmarried | 214 | 110 | 104 | 35.7 | 30 | 44.6 |
| Total | 600 | 367 | 233 | 100 | 100 | 100 |
| Private Organization | | | | | | |
| Married | 116 | 73 | 43 | 53.8 | 55.3 | 51.2 |
| Unmarried | 100 | 59 | 41 | 46.2 | 44.7 | 48.8 |
| Total | 216 | 132 | 84 | 100.0 | 100.0 | 100.0 |
| Public Organization | | | | | | |
| Married | 270 | 184 | 86 | 70.3 | 78.3 | 57.7 |
| Unmarried | 114 | 51 | 63 | 29.7 | 21.7 | 42.3 |
| Total | 384 | 235 | 149 | 100.0 | 100.0 | 100.0 |

Source:-Compiled from field survey and personal interview.

While 64.3% respondents are married in the dataset, it is assumed that the level of commitment increases due to addition of family and community responsibilities.

PART III

Conclusion

Findings and recommendations

Throughout the study, the following findings have been identified and accordingly some suitable recommendation are put forward so that the consequence of the factors can help an building up positive commitment for the all round development of organization.

Findings

During survey, it was observed that the level of commitment amongst male employees is found to be much higher than that of female employees.

It was found that reservation provision for SC, ST and OBC stand on the way of encouraging some talented employees under general category.

It was found that amongst married persons, the level of commitment is found to be higher as compared to unmarried.

Recommendations

It is suggested that the work distribution amongst male and female should be carefully done, so that female can get suitable kind of job to perform with excellent commitment. In doing so, the type, nature, risk, time involvement, use of machine and tool etc factor should be considered so that female employees get no difficulty.

In case of some special and responsible positions, the employees should be selected from the talent, merits and experienced person without making any reservation.

In the greater interest of increasing organizational commitment, the organization should create an effective work culture environment so that every employee are surely motivated for the development of their respective organization irrespectively weather they are married or unmarried.

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