

Effectiveness Of Different Variables On Occupational Commitment Of Bank Employees

SWATHY PRASAD ¹, DR. UTTAM KUMAR JHA ²

¹ Research Scholar, Department of Management, Dr. A. P. J. Abdul Kalam University, Indore, Madhya Pradesh.

² Supervisor, Department of Management, Dr. A. P. J. Abdul Kalam University, Indore, Madhya Pradesh.

ABSTRACT

Employee retention, efficiency in the workplace, and overall happiness all depend on a dedicated workforce. Officers in the banking business have unique problems and possibilities, so it's important to learn what motivates them to stay in their jobs. Personal questionnaires were used to compile the data. One hundred officials from several Cochin banks took part in the survey. Participants were limited to individuals who have completed their trial term for the research. The information was analyzed using SPSS version 20. According to the findings, there is a strong connection between several supporting variables and the dedication of bank officials to their organizations. Organizational commitment may be accurately predicted by using any of the components included in the regression.

Keywords: Commitment, Organization, Rewards, Family, Support.

I. INTRODUCTION

The banking sector is a dynamic and competitive industry that plays a vital role in the global economy. In recent years, there has been a growing emphasis on gender diversity and inclusion within organizations, including the banking sector. As more women enter the industry, it becomes essential to understand the factors that influence their occupational commitment—their dedication, loyalty, and attachment to their work. Occupational commitment is a multidimensional construct that reflects an individual's psychological attachment and identification with their job or profession. It encompasses

aspects such as job satisfaction, organizational commitment, and career commitment. Understanding the factors that influence occupational commitment among women in the banking sector is crucial for several reasons.

Occupational Commitment is crucial from a strategic perspective. Organizational success stems from the recognition that a competitive advantage in maintaining growth and market leadership may be found in keeping employees who demonstrate a high level of dedication to the organisation. An employee's level of Occupational Commitment reflects how strongly they feel they have a personal responsibility for completing their work for the company. The term "commitment" refers to the emotional connection that forms between a corporation and its personnel. Employees Occupational Commitment is crucial from a strategic perspective. Organizational success stems from the recognition that a competitive advantage in maintaining growth and market leadership may be found in keeping employees who demonstrate a high level of dedication to the organisation. An employee's level of Occupational Commitment reflects how strongly they feel they have a personal responsibility for completing their work for the company. The term "commitment" refers to the emotional connection that forms between a corporation and its personnel. Employees

Occupational commitment is closely linked to employee retention, productivity, and organizational performance. Highly committed employees are more likely to go the extra mile, exhibit proactive behaviors, and contribute to the achievement of organizational goals. Therefore, understanding the factors that influence occupational commitment among women in the banking sector can contribute to the overall success and sustainability of organizations in this industry. Overall, understanding the factors that influence occupational commitment among women in the banking sector is crucial for organizations seeking to create an inclusive and supportive environment that promotes women's career success and contributes to organizational effectiveness. By examining these factors, organizations can develop targeted strategies to enhance occupational commitment and create a thriving workplace for women in the banking industry.

II. REVIEW OF LITERATURE

Nantavisit et al., (2023) The banking business is no different from any other in that employee happiness is crucial to the company's success. The purpose of this research was to determine the most important elements affecting work satisfaction among bank employees by a meta-analysis of 34 empirical studies. Based on the data, we know that the following seven factors—leadership, intrinsic motivation, reward, organizational commitment, work ethic, HRM activities, and working conditions—are the most often mentioned as being crucial. Each of these was shown to increase happiness on the work, but leadership was found to have the most significant influence. The effect sizes of these characteristics were also found to be rather big in the meta-analysis, showing that they had a substantial influence on work satisfaction. This indicates that a focus on these characteristics by banks may increase work satisfaction. For instance, banks may provide effective management, competitive pay, and a pleasant workplace to attract and retain staff. Doing so may increase a bank's morale and productivity, which in turn can improve the bank's ability to serve its customers and make money.

Thi, Hue et al., (2023) Following the COVID-19 pandemic, there was a dramatic change in the banking industry and other key employers in Vietnam's main cities. As a result, several financial institutions have had to reorganize their workforces, which has had an effect on their ability to control expenses. Banks need to take into mind how to retain the organizational commitment of workers in the long-term. This paper explores the influence of business culture on the organizational commitment of workers in the banking sector in Vietnam. In order to achieve this aim, a survey questionnaire is sent out to 493 workers at the 31 largest banks. Using SPSS, we analyzed the data bank using multivariate methods of data analysis in order to generate hypotheses. The research revealed that commercial bank workers' loyalty is affected by six factors: (1) internal communication; (2) collaboration; (3) training and development; (4) reward and recognition; (5) consensus; and (6) core values. According to the conclusions of this research, corporate culture has a favorable influence on employee engagement in the banking industry. The study consequently recommended some ideas to establish and change organizational culture to boost the commitment of workers in commercial banks.

Sofyan, Muh et al., (2022) It's common knowledge that a company's workers are the single most crucial factor in its success or failure. This means that the bank's management must investigate and assess anything that may have an impact on staff output. As a result, the bank will be able to craft a plan for improving its human resources and so realize its full potential. The purpose of this research is to examine the connection between organizational culture and worker output while taking organizational commitment into account as a moderating factor. Fifty-one former Bank Syariah Mandiri workers who were transferred to the Thamrin branch of Bank Syariah Indonesia were used as the study's sample. Questionnaires based on a 5-point Likert Scale were sent in order to compile the necessary information. In this study, we use Partial Structural Equation Modeling (PLS-SEM) for analysis, which is then run using SmartPLS version 3.3.5 software. Employee performance is positively affected by corporate culture, as shown by this research. Organizational culture change is a challenging endeavor. Managers must be able to communicate the value of the culture shift to their workers, and employees must be able to see the value in the culture change. Employee performance might benefit from a rise in employee commitment to the firm. Having committed workers who readily accept the need for change makes it easier for a bank to implement new strategies or policies.

Faisal-E-Alam et al., (2022) Due to the nature of companies in Bangladesh, Nationalized Commercial Banks (NCB) employee satisfaction and dedication is of top priority. This research aims to analyze the impact of employee satisfaction of work on three levels of businesses' commitment such as emotional, continuation and normative commitment inside NCBs in Bangladesh. The cross-sectional study design is utilized in this examination. A total of 100 workers from four different NCBs in Khulna City participated in the quantitative survey study. The findings demonstrated that the workers' happiness is totally associated with Affective Commitment (AC). Workplace happiness also serves as a strong predictor of workers' Continuance Commitment (CC). Employees' Normative Commitment (NC) is favorably affected by their level of job satisfaction, as shown by the results. Due to the nature of the study, it was decided not to make any broad statements about the findings. Financial institutions may find the current research useful as they work to develop their own strategic Human Resource Management Policies. Because it takes into

account managers' and experts' perspectives on workers' feelings of loyalty to the company they work for. The importance and relevance of the type of bank management practices for the long-term viability of the banking industry were also addressed in this research.

Lekić, Nemanja et al., (2021) Organizations must discover, attract, and keep individuals with relevant knowledge and abilities, since human resources are the most crucial potential of any firm. An effective method of motivating and rewarding staff members is essential, since it increases job satisfaction, loyalty, and dedication. In this study, we examine what factors influence employee motivation and loyalty in commercial banks. Data was collected from 667 people throughout the territory of the Republic of Serbia in 2019. SPSS was used to analyze the data for statistical significance. The purpose of this paper is to examine the relationship between demographic and motivational factors of employees, including salary, cooperation and good relations with superiors, autonomy in the execution of work tasks and the decision-making process, improved information on issues related to the future of the company, opportunities for advancement, and additional education and job content. We also use binary regression to learn how different sources of inspiration affect employees' dedication to the company. As a benchmark for bank management in establishing a business plan to assure efficiency and economic success, this study will explain how various motivating elements impact the organizational commitment of bank personnel.

Esmaeilpur and Ranjbar (2018) explored the link between staff satisfaction at work, corporate loyalty, and customer satisfaction in order to enhance service quality. The persons filling out this survey are being divided into two groups. The first group consists of everyone who works in the port or maritime organization in the Iranian province of Bushehr. The second group of responders consisted of the company's clientele. Twenty-one items were selected from two sets of questionnaires used in this study, and their associations with job satisfaction, Occupational Commitment, and employee loyalty were investigated.

Ali & Khan (2017) To better understand the relationship between occupational stress, occupational commitment, and job performance, conducted study in the banking industry in

district swat in Pakistan. Twenty-four hundred and fifty employees were picked at random. The device used to gather data was modified from that developed by Brown SP, Leigh TW, and Buchanan (1974). Occupational commitment was measured using a tool with a Cronbach Alpha of .702, while job stress was measured using a tool with a score of .826 and employee performance was measured using a score of .731. SPSS 21 was used for the correlation and regression analysis. Job stress was shown to have a negative relationship with both occupational dedication and performance after a correlation matrix was used to determine the strength of link between the variables. Employees are stressed out and disengaged from their work because of the present incentive structure, operational processes, etc.

Mohammad Saif, Abu Naser et al., (2016) In the fields of Organizational Behavior, Human Resource Management, and Organizational Management, job satisfaction is the most often addressed topic. The purpose of this research is to better understand the elements that contribute to or detract from the happiness of women working in private commercial banks in Bangladesh. In order to acquire primary data, a thorough questionnaire was developed, and 110 women who worked in private commercial banks in Bangladesh were asked to fill it out. Descriptive Analysis, Analysis of Variance, Pearson Correlation, and Multiple Regression are only few of the statistical methods utilized to arrive at a credible result. The study found that job satisfaction of women working in private commercial banks is affected by a number of factors, including the following: job security, participation in decision making, available leave facilities, attitude of top management, salary increment, specific time for family, promotion opportunity, flexible working hour, etc. The growth of Bangladesh's private commercial banking sector depends on the authority's attention to these critical issues.

Benjamin Akinyemi (2014) The purpose of this research was to analyze how factors such as age, length of service, and level of education impact employees' dedication to their organizations in developing nations. The purpose of this study was to examine the correlation between demographic variables and the emotional, persistent, and normative dimensions of organizational commitment in a sample of Nigerian commercial banks. Eight commercial banks in SouthWest Nigeria provided the sample population of 303 full-time

management and non-managerial workers. The results showed that individuals who were older, had been with the company longer, and had a higher level of education did not report a higher degree of commitment than those who were younger, had been with the company less long, and had a lower level of education. Implications for practice and future research directions are examined in light of this finding and its applicability to low-income nations.

Sowmya, K., & Natarajan, P., (2011) Organizational commitment has been conceptualized and quantified in several ways. The purpose of this research is to better understand the elements that motivate bank workers in Chennai to remain loyal to their employers. It's crucial because it can help the banking industry better understand its workers' levels of dedication. Increasing employee commitment requires first understanding their current degree of commitment and the factors that influence that level. Researchers have used Mowday, Steers, and Porter's measurement tools in conjunction with the Principle Components Analysis to determine what elements influence PSB and NPSB employees' commitment to their respective organizations.

III. METHODOLOGY

Data Collection

Because of constraints on time and money, we opted to conduct our research via a survey. By protecting the privacy of survey takers, response rates can be increased. All of the personnel in officer cadres made up the sample for this investigation. One hundred Cochin-based bank officials were chosen as the sample.

Measures

Indispensable Factor: The level of employees' dedication to their respective organizations was evaluated using a standard questionnaire created by Mowday and Steers. Fourteen statements were used to gauge levels of dedication to the company along three axes: (a) readiness to go above and beyond for the company (2 things), (b) attachment to the company (8 items), and (c) support for the company and its aims (4 items). The scale's dependability was $\alpha = 0.79$.

Items derived from Eisenberger and Huntington's (1989) perceived organizational support scale were used to assess the independent variables of organizational rewards, supervisor support, career advancement possibilities, family support, and good working circumstances. Both material and nonmaterial incentives in the workplace were evaluated using a correlated set of 8 items ($\alpha=.714$). Seven questions ($\alpha=.800$) were used to assess supervisory assistance along the aspects of guidance, equitable treatment, and collaboration with subordinates. Ten questions were included in the survey to assess prospects for professional growth in the areas of training, development, and advancement. This scale had a reliability coefficient of $\alpha=.85$. Two items were used to gauge family support, and their correlation coefficient was $\alpha = .81$. Six factors measuring safety and privacy on the workplace were found to have a reliability coefficient of $\alpha=.72$, representing generally positive working circumstances. A model based on multiple regressions was used. The data were inspected for regression assumptions before the actual regression was performed. SPSS version 21 was used for the analysis.

IV. ANALYSIS AND DISCUSSION

Correlations between organizational commitment and antecedents of organizational commitment are tabulated below. The table demonstrates strong associations between the variables in our analysis. There is a positive association between dedication and the variable organizational benefits (both intangible and tangible), with a strength of 0.394 and a significance level of 0.05. At the 5% level or lower, there is a positive association between supervisor support and organizational commitment ($r = 0.385$).

Table 1: Correlations among variables

	1	2	3	4	5	6
1. Organizational Commitment	1					
2. Organization	.394*	1				

al Rewards						
3. Supervisor Support	.385*	.413*	1			
4. Work-family Support	.479*	.601*	.352*	1		
5. Career Opportunities	.648*	.553*	.487*	.471*	1	
6. Job Conditions	.659*	.287	.491*	.438*	.628*	1

*. Correlation is significant at the 0.05 level (1-tailed).

**. Correlation is significant at the 0.01 level (1-tailed).

There is a positive link between family support and organizational dedication ($r=0.479$, $p \leq 0.01$). When compared to the Dockel and Basson research, this correlation coefficient is quite high. The correlation coefficient that they calculated was 0.31. This agrees with research by Balmforth and Gardner as well. The table of correlations continues with the correlation coefficient for job prospects.

There is a significant relationship between the third component (professional prospects) and the outcome ($p0.01$). Previous research supports our finding that professional advancement prospects are significantly correlated with loyalty to one's employer. The correlation between our study and the prior one is, however, slightly stronger. The connection between job satisfaction and organizational loyalty is 0.659 at the $p \leq 0.01$ level.

Table 2 displays the obtained regression coefficients. A total of 38% of the variance in the dependant variable may be accounted for by the interplay of the independent variables employment conditions, family support, career prospects, supervisor support, and organizational rewards. The table's regression coefficients all point to a positive correlation with the dependent variable, employee loyalty to the company. However, compared to other factors, organizational incentives have the lowest beta coefficient. Two percentage points of dedication can be gained for every one percent increase in

organizational rewards. However, we come to the conclusion that if the firm provides greater benefits, employee commitment will increase. This finding agrees with our theoretical assumptions.

Table 2: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	T
1	(Constant)	10.964	8.977		1.221
	Organizational Rewards	.022	.337	.013	.066
	Supervisor support	.166	.333	.087	.499
	Work-Family Support	.388	.549	.127	.708
	Career Opportunities	.608	.404	.310	1.505
	Job Conditions	.833	.369	.445	2.259
a. Dependent Variable: OC Adjusted R Square=0.384 Significance=.004 F=4.679					

The supervisor's approval is shown in the table's second regression coefficient. Officer loyalty to their bank is significantly impacted by their supervisor's assistance. The officer will demonstrate 16% more dedication to his bank if his supervisor's backing is enhanced by 1%. Staff loyalty may be boosted by showing management that they appreciate their efforts.

The beta coefficient for the quality of life between job and family is 0.388, as seen in the table above. When an officer is able to strike a good work-life balance, he or she is more committed to the bank that employs him or her.

The results of the regression study provide credence to the idea that giving bank executives access to advancement possibilities boosts employee loyalty. In fact, a 60 percent rise in officers' dedication might lead to a surge in job openings. Therefore, this supports the reliability of our findings.

According to the data, an improvement of just 1% in working circumstances leads to an 83% rise in dedication among police personnel. The foregoing discussion provides us with an in-depth understanding of how different elements are connected to and can impact organizational commitment. Employee dedication has been found to increase in proportion to an increase in a number of independent factors.

V. CONCLUSION

Bank executives' motivations will be the focus of this investigation. Given the specifics, this research is one of a kind. Officers' loyalty to their organization is enhanced by factors including rewards, supervisor support, work-family balance, favorable working conditions, and opportunities for advancement, all of which are grounded in the concept of exchange and reciprocity. If the organization wants a higher level of dedication from its officials, it may want to strengthen the specified criteria, as found. Therefore, employees will behave in ways that benefit the company.

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