

A Study on Perception of Organisational Commitment among Banking Employees

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Abstract: *Organisational Commitment has become important for the commercial organisations due to progressions in technology increase in the level of competition globally and rapid growth of services sector in about all parts of the world. In every service sector organisation, the employee plays an important role to accomplish the tasks, objectives, and targets to achieve persistence in the globally competitive world. Thus, it becomes essential for the organisations that their employees become committed and stay in the organisation. Organisational commitment is defined as a warm desire to remain an employee of a particular organisation and trust in, and accept the measures and objectives of his/her organisation. Organisational commitment constitutes employees' positive attitude towards their organisation and committed employees has a substantial impact on improvement in the performance of their organisation. The present study has been done to compare the organisational commitment of male & female employees and married & single employees working in commercial banks. A sample of employees working in public sector banks and private sector banks in Haryana has been chosen for the present study. Stratified Random Sampling was used for this study. The findings of the study suggested that the banking organisations should adopt the strategies to improve the Organisational Commitment for the single employees so that they get more motivated and attached to their organisation.*

Key Words: *Commercial banks, Employees, Gender, Marital status, Organisational Commitment.*

I. INTRODUCTION

Organisational Commitment plays a vital role in the banking industry. The performance of banking industry is based upon their employees. Employees are the pivotal source with the help of whom number of decisions is taken and various services are delivered to the ultimate customers. In highly competitive scenario, with the advent of new technologies the banking organisations should focus on managing their employees well. It is the dominant concern for the banking organisations to develop the skills and motivate their employees to maintain their commitment to the organisations because committed employees are required for the organisation to enable it to survive and flourish in the globally competitive scenario. Several definitions of organisational commitment given by different authors are as-

Mowday (1982)[1] referred the "Organisational Commitment as a strong desire to remain as a member of a particular organisation, a willingness to exert high levels of effort on behalf of the organisation, and a definite belief in, and acceptance of the values and goals of the organisation.

Allen and Meyer (1997)[2] explained that the "Organisational Commitment is a psychological condition that relates the criteria in the employee relationship in the organisation and implications on the decision to remain in the organisation".

Robbins et.al (2008)[3] stated the "Organisational Commitment is the degree to which an employee identifies with a particular organisation and its goals, and wishes to maintain membership in the organisation".

On the basis of above definitions the organisational commitment has the following characteristics-

- It includes a feel of job involvement, trust in the organisation.
- Organisational objectives and values are accepted by committed employees.
- The employees are willing to remain in their organisation according to organisational commitment.

II. REVIEW OF LITERATURE

Various studies have been conducted to find out the impact of demographic variables on organisational commitment.

Pala et.al(2008) [4] have found that there was significant difference found between male and female regarding organizational commitment The results also indicates that the organizational commitment level of men health care staff was higher than woman health care staff.Parboteeah et.al(2008) [5] have found the relationship among role conflict, role ambiguity, the three variables of organisational commitment, and turnover

intentions. The result exhibited that role ambiguity and role conflict were negatively associated with affective and normative commitment. The result also indicated that there was found negative relationship between turnover intentions and three variables of organisational commitment. Balay et.al (2010) [6] have also exhibited that the effect of gender on the perceived level of organizational commitment. The marital status of the employees also plays a vital role in influencing the level of organisational commitment. Married people have more committed to their working organisations due to more family obligations and responsibilities. (Shah et al , 2010) [7] have examined that marital status is positively associated to the organizational commitment. Velnampy and Aravinthan (2013) [8] exhibited that organisational commitment in private banks were positively correlated with the variables of occupational stress except physical environment. The study examined that occupational stress is correlated with continuance type of commitment. Kamasey et.al (2014) [9] have examined the impact of sex and managerial status on occupational stress and organisational commitment in Ghanaian banking sector. The result exhibited that the male workers have higher level of commitment than female workers. On the other hand, there was no significant difference found between managers and non-managers regarding organisational commitment.

III. NEED OF THE STUDY

Banking is a service industry and the activities of banks are totally depending upon the human resources. The employees of the banking sector hands over their services to customers and they considered as the most valuable resources for their organisations. Since the early 1990s, banking sector has undergone brooming reforms. Now, it is highly competitive, market oriented sector wherein technology is fast changing. In the present scenario the concerned areas of banking industry are improving profitability, more productivity, more business per employee and more customer satisfaction. So, each and every action has been taken to enable to survival of their banks in globally competitive scenario which results in increase in stress level of employees. The HR departments require constructing strategies to improve the commitment level of employees which automatically reduce the stress level, increase job satisfaction, and improve the efficiency of their employees.

IV. OBJECTIVES OF THE STUDY

The main objectives of the study are as follows:

- To compare the organisational commitment of male and female employees in commercial banks.
- To compare the organisational commitment of married and single employees working in commercial banks.
- To make suggestions to bank management on developing measures to improve organisational commitment.

V. RESEARCH METHODOLOGY

The present study has been detained to fulltime employees of public sector and private sector banks in Haryana. Stratified Random Sampling has been used for the study. Two major categories of employee viz. Officers and Clerical Staff has been taken from the public sector banks and only officers from private sector banks have been taken because many new private sector banks do not have clerical staff.

Primary data required for the study has been collected with the help of structured questionnaire. The measurement instrument used for this purpose is based on the scale developed by Allen and Meyer[10] in 1991. It is based on eighteen statements under three components viz. Affective Commitment, Normative Commitment, and Continuance Commitment (each component contains 6 statements). The responses were collected on a five point scale of 'strongly disagree', 'disagree', 'neutral', 'agree', and 'strongly agree' with scores rating from 1 to 5 for positive statements and 5 to 1 for negative statements. The reliability of Organisational Commitment have examined at the level of each component of organisational commitment. The values of Cronbach alpha were ascertained to be sufficiently high at overall level ($\alpha = .727$). Table 1 described the Cronbach alpha values at the level of each component of organisational commitment.

Table (1) Reliability Indices for the Research Instrument

Sr. No.	Component	Cronbach's Alpha (α)
1.	Normative Commitment	.823
2.	Affective Commitment	.697
3.	Continuance Commitment	.606
	Overall Organisational Commitment	.727

VI. ANALYSIS AND INTERPRETATION

6.1 Sample

The survey was carried in four commercial banks. A stratified random sampling was used. Total of 550 questionnaires were distributed to the respondents. However, 510 survey questionnaires were returned and analysed.

Thus, the present study has a sample of 510 employees working in public sector banks and private sector banks in Haryana. As prescribed in table 2, about 71.6 percent of respondents are working in public sector banks i.e. State Bank of India and Central Bank of India and 28.4 percent respondents are working with private banks i.e. ICICI Bank and Yes Bank.

It can be seen in the Table, the total sample comprises of 364 (71.4%) male and 146 (28.6%) female respondents. About 72.2 percent respondents are married and 27.8 percent respondents are single.

Table 2: SAMPLE PROFILE OF THE RESPONDENTS

VARIABLES	FREQUENCY	PERCENTAGE	CUMULATIVE PERCENTAGE
1. Ownership pattern wise composition of respondents			
a) Public Sector Banks	365	71.6	71.6
b) Private Sector Banks	145	28.4	100.0
Total	510	100.0	
2. Gender wise composition of respondents			
a) Male	364	71.4	71.4
b) Female	146	28.6	100.0
Total	510	100.0	
3. Marital status wise profile of respondents			
a) Married	368	72.2	72.2
b) Unmarried	142	28.8	100.0
Total	510	100.0	

Source: Primary Data

TABLE 3 GENDER WISE COMPARISON OF ORGANISATIONAL COMMITMENT

S.No.	Variables	Males		Females		Overall		T-value	p-value
		Aggregate of Means Score	Grand Mean Score	Aggregate of Means Score	Grand Mean Score	Aggregate of Means Score	Grand Mean Score		
1.	Normative Commitment (6statements)	20.67 (3.435)	3.445	20.83 (3.414)	3.471	20.72 (3.425)	3.453	-.459	.647
2.	Affective Commitment (6statements)	21.16 (3.698)	3.526	21.41 (3.597)	3.568	21.24 (3.673)	3.540	-.679	.497
3.	Continuance Commitment (6statements)	21.16 (3.837)	3.526	20.52 (3.549)	3.420	20.98 (3.761)	3.496	1.748	.081

Figures in parentheses indicate the Standard Deviation

The analysis was conducted using the statistical software program SPSS. As prescribed in table 3, the aggregate of means score, standard deviation, and grand mean score have been obtained on various components of 'organisational commitment'.

At the overall level, the highest mean score obtained on the variable 'Affective Commitment' (Mean Score=3.540). In the same manner, the mean scores of 3.526 and 3.568 have been obtained by the male and female respondents on 'Affective Commitment' which shows that the respondents of both of the groups viz. male and female have higher agreement on the 'Affective Commitment'. It means that the employees of banking sector are emotionally attached with their banks and owe a great deal to their banks. The male respondents have also highest mean score of 3.526 on the 'Continuance Commitment' which depicts that staying with their banking organisation is their necessity as much as desire because they have more family obligations. On the other hand the lowest mean score of 3.445 has been accorded on the 'Normative Commitment' by the male respondents. The female respondents have obtained the lowest mean score on 'Continuance Commitment' (Mean Score=3.420). At the overall level, the lowest mean score of 3.543 has been accorded on the 'Normative Commitment'.

T-test has been carried on with $df=1/508$ to find out whether there exists any significant difference in the mean values of each of the variables of organisational commitment between male and female employees working in banking sector. The result exhibits that there is no significant difference have been found between the means scores of two groups viz. male and female in case of all three variables of organisational commitment. It indicates that the male and female employees have obtained same level of agreement on 'Normative Commitment', 'Affective Commitment', and 'Continuance Commitment'.

TABLE 4 MARITAL STATUS WISE COMPARISON OF ORGANISATIONAL COMMITMENT

S.No.	Variables	Married		Unmarried		Overall		T-value	p-value
		Aggregate of Means Score	Grand Mean Score	Aggregate of Means Score	Grand Mean Score	Aggregate of Means Score	Grand Mean Score		
1.	Normative Commitment (6statements)	21.13 (3.486)	3.521	19.66 (3.024)	3.276	20.72 (3.425)	3.453	4.418*	.000
2.	Affective Commitment (6statements)	21.81 (3.603)	3.635	19.78 (3.452)	3.296	21.24 (3.673)	3.540	5.756*	.000
3.	Continuance Commitment (6statements)	21.56 (3.677)	3.593	19.46 (3.560)	3.243	20.98 (3.761)	3.496	5.825*	.000

Figures in parentheses indicate the Standard Deviation

*significant at 1% level of significance

Organisational Commitment is an attitude showing employees' dedication to their organisation and wants to sustain membership in their organisation. The rising trends in banking work culture are continuing work in the office after work hours. However, this affects the several aspects of personal life of a person. The organisational commitment in commercial banks may be different on the basis of the marital status of the employees whether they are married or single. Table 4 exhibits that the highest mean scores of 3.635 and 3.296 have been obtained on the 'Affective Commitment' by the respondents of both groups i.e. married and unmarried. In the same manner, at the overall level of organisational commitment the highest mean score has accorded on 'Affective Commitment'.

Whereas the lowest mean score of 3.521 has been obtained by the married respondents on 'Normative Commitment' and the lowest mean score of 3.243 has been found on 'Continuance Commitment' by the unmarried respondents. But, at the overall level the lowest mean score of 3.453 has been accorded on the 'Normative Commitment'. T-test has been done to find out the significant differences in the mean values of each of the variables of organisational commitment between married and unmarried groups of respondents. The result shows that the difference in the mean score is significant at 1% level for each of the variables of organisational commitment i.e. normative commitment, affective commitment, and continuance commitment with a t-value of 4.418, 5.756, and 5.825. Thus, the mean scores accorded by the married group are higher than the single group of respondents on the three variables viz. normative commitment, affective commitment, and continuance commitment. It depicts that the respondents of married group have higher level of agreement on the

organisational commitment due to more family responsibilities, require the job security and job stability to accomplish the personal and social obligations.

VII. CONCLUSION AND DISCUSSION

It can be concluded from the study that there is no significant difference in the level of the organisational commitment of bank employees according to their gender. The results showed that the bank employees either male or female have the same level of organisational commitment. The results of the study are found contradicted to earlier studies (Pala et.al,2008)[4], (Balay et.al,2010) [6], and (Kamasey et.al,2014) [9]. On the other hand, married people are more committed to their organisation than the single/unmarried employees. The findings of the study are supported by the earlier research work (Shah et.al, 2010) [7]. The banking organisations should adopt the strategies to improve the organisational commitment of their single employees so that they work with more efficiently, effectively and remain loyal towards their organisations.

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