

EMPLOYEE COMMITMENT AND JOB PERFORMANCE WITH REFERENCE TO PRIVATE SECTOR BANKS IN PALAKKAD DISTRICT

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ABSTRACT

Employee's commitment and job performances are essential factors that contribute to the success and growth of organizations, particularly in the banking sector. Understanding the dynamics of this relationship, can provide valuable insights for managers and policy makers in enhancing employee's performance and organizational effectiveness. The primary objective of this study is to assess the level of employee satisfaction and their perception of their job using Kano's model in the context of a private sector bank. A sample of employee's working in private sector banks in Palakkad District were selected through a stratified random sampling technique. The questionnaire assess the levels of employee commitment and the job performance and explores various factors that influence these dimensions. A sample of 105 employees from the bank was collected for analysis. The findings of the survey revealed several significant themes. One notable concern is that employees expressed a need for greater compensation and support from their superiors. The overall results suggest that unless there are significant and meaningful improvements in areas such as compensation, manager/supervisor cooperation, training and development, performance appraisal, and opportunities for career advancement and promotion, the current work environment within the private sector bank could potentially undermine employees' morale and commitment to their job. In conclusion, this study emphasizes the importance of addressing the identified areas of concern to enhance employee satisfaction and job perception within the private sector bank. Failure to address these issues may lead to a decline in employee commitment and overall job performance.

Keywords: Private sector bank, Basic factors, Excitement factors, Organizational commitment, Job performance and Bank employees

1.0 INTRODUCTION

Employee commitment pertains to the level of an employee's engagement and dedication to an organization, encompassing their sense of belonging and active participation. Committed individuals demonstrate a shared set of values, a desire to maintain their affiliation with the organization, and a willingness to exert effort on its behalf. In the context of banks, committed employees tend to develop a strong psychological bond with their work environment, the nature of their tasks, and the bank itself. Extensive research has shown that the organizational commitment of bank employees significantly influences their work attitudes, performance, and stress levels. The level of organizational commitment exhibited by employees directly impacts the efficiency, effectiveness, job involvement, and enthusiasm which they bring to their work.

The feeling of emotional attachment that an employee has for their employer is the one definition of organizational commitment. It is a symbol of the emotional bond that exists between the employee and the financial institution. According to one definition offered by researchers, organizational commitment is "an employee's loyalty to the organization, their

willingness to exert diligent effort on the organization's behalf, the degree of alignment between their personal goals and values and those of the organization, and the employee's desire to maintain the attachment to the organization." As a result, academics frequently investigate the connection between employee dedication and the performance of organizations, notably in the banking industry.

Fundamentally, employee commitment thrives on respect for workers and the recognition of the importance of their roles. Management should consistently treat employees with courtesy and genuine interest in every interaction. Establishing an open avenue for employees to discuss their concerns with upper management is crucial, and such channels should be attentively monitored. Even if management is unable to fulfill every employee demand, demonstrating that their voices are heard and showing a sincere commitment to finding compromises can greatly improve morale and employee satisfaction.

The process of the commitment begins from day one of an employee's tenure and continues to strengthen over time based on the significance of various factors that are important to individual employees. The development of commitment towards the organization is influenced by consistent positive reinforcement across different crucial aspects throughout the employee's tenure.

The study of employee commitment holds importance for private sector banks, as it enables them to uphold standards and enhance productivity by motivating their employees. This research helps to gauge the capabilities and level of interest employees have in their workplace. It also highlights the areas that still need improvement to ensure employee satisfaction. Recognizing that human resources are the most valuable assets for any organization, studying employee commitment aids in understanding the working conditions and factors that may hinder optimal performance. While machines and equipment may handle the majority of tasks, manual efforts by employees remain indispensable. Hence studying employee commitment is imperative.

2.0 NEED FOR THE STUDY

In the contemporary and dynamic business landscape, organizations face numerous challenges in terms of achieving competitive organizational performance and cultivating a committed workforce. In today's highly competitive environment, no organization can reach its maximum potential unless every employee within the organization is dedicated to the organization's objectives. Therefore it is crucial to comprehend the concept of commitment and its influence on achieving favorable outcomes.

Employees that are committed to the organization help to create a strong connection with the company, which ultimately leads to enhanced organizational performance. When workers feel emotionally connected to their jobs, the relationships they have with their coworkers, and the company as a whole, they are able to improve their performance and make a more significant contribution to the organization's overall success. The ability of successful businesses to achieve their goals is directly correlated to the level of performance exhibited by their workforce. To fulfill strategic goals and keep a competitive edge, businesses need to guarantee that their personnel continually perform at high levels. Only then they can hope to realize their full potential. The various philosophies that may be found within the field of organizational behavior emphasize how important it is to have appropriate personnel filling the appropriate jobs. The degree to which an individual and the work they do are aligned is an essential factor in determining whether or not the employee is fit for the role. As a result, it is very necessary to conduct an investigation into the levels of employee engagement and organizational performance within the framework of private sector banks.

3.0 OBJECTIVES OF THE STUDY

- To evaluate about the basic factors related to employee commitment working in the private sector banks.
- To analyse the excitement factor of the employees based on their job performance among employees working private sector banks.

4.0 SCOPE OF THE STUDY

Within the setting of private sector banks in the Palakkad District, the primary objective of this study is to investigate the connection that exists between employee's dedication and performance on the job. The findings of the study are intended to give managers and policymakers in private sector banks with insights and recommendations to increase employee commitment and job performance. The findings of the research may be used to build strategies, policies, and interventions that foster a healthy work environment and boost the overall performance of the business. It is essential to underline the fact that the ambit of this research is restricted to the particular setting presented by private sector banks in the Palakkad District. It is possible that the findings cannot be immediately generalized to the other geographical regions or industries. It is also possible that the further research is necessary to confirm the findings of the study and expand them to a larger context.

5.0 RESEARCH METHODOLOGY

Research design: The researcher primarily utilized a descriptive research design to investigate the level of employee commitment in private sector banks. The study aimed to provide a comprehensive understanding of employee commitment within this specific context.

DATA COLLECTION

Primary data: The collection of primary data involved administering questionnaires and conducting interviews with employees employed in private sector banks.

Secondary data: Secondary data was collected from the private sector bank's profile, manuals, journals, magazines and newspapers etc.

Sampling Size: 105

Sampling Type: Random sampling adapted in this research. It is a probability sampling.

Reliability

Table 1: Reliability for dimensions for the study

Sl.no	Dimension	No of items	Cronbach's Alpha value
1	Working environment	5	.756
2	Relationship with superiors	5	.741
3	Relationship with colleagues	2	.705
4	Motivational and recognition	4	.728
5	Salary	2	.705
6	Welfare facilities	5	.766
7	Job security	5	.766
8	Grievance handling	2	.771
9	Performance appraisal	4	.734
10	Training	3	.756
11	Management style	3	.774
12	Quality policy	3	.841

The Cronbach's Alpha value for all the variables taken for the study are greater than 0.7 and it shows that all the dimensions are reliable and can be proceeded further.

Statistical tools: Percentage analysis, Factor analysis, One way-Anova, Multiple regression and Paired sample t test.

6.0 ANALYSIS AND INTERPRETATION

Table 2: Demographic variables of the respondents

Demographic variables	Particulars	Frequency	%
Gender	Male	75	71.4
	Female	30	28.6
	Total	105	100
Age (In years)	21-25	3	2.9
	26-30	38	36.2
	31-35	32	30.5
	More than 35	32	30.5
	Total	105	100
Designation	Lower level employee	87	82.9
	Supervisor	7	6.7
	Manager	9	8.6
	Top level management	2	1.9
	Total	105	100
Marital status	Married	7	6.7
	Unmarried	98	93.3
	Total	105	100
Years of experience	1-3 years	7	6.7
	4-6 years	55	52.4
	7-10 years	31	29.5
	More than 10 years	12	11.4
	Total	105	100

Interpretation

The above table shows about the demographic variables of the respondents were out of 105 respondents 71.4 Percent are male and 28.6Percent are female. The majority (36.2%) fell within the age range of 26-30 years, followed by 31-35 years (30.5%) and more than 35 years (30.5%). The smallest group consisted of respondents aged 21-25 years (2.9%). The majority of respondents (82.9%) were lower-level employees, indicating a larger representation of this category. A smaller proportion included supervisors (6.7%), managers (8.6%), and top-level management (1.9%).majority of respondents (93.3%) were unmarried, while only 6.7% were married. The highest proportion (52.4%) had 4-6 years of experience, followed by 7-10 years (29.5%). A smaller percentage had 1-3 years of experience (6.7%), while the least represented group had more than 10 years of experience (11.4%).

ACCEPTANCE OF EMPLOYEES TOWARDS BASIC FACTORS

Factor analysis

Table 3: KMO Test for acceptance of employees towards basic factors

KMO and Bartlett's Test		
KMO Adequacy.		.513
	Approx. Chi-Square	1.129

df	120
Sig.	.000

In this study, the KMO measure is calculated to be 0.513. This value suggests that the sampling adequacy is moderate. It implies that while there may be some degree of interrelation among the variables, there is room for improvement in terms of the sample size or the correlation between the variables. Overall, the results suggest that while the sampling adequacy is moderate, there are significant correlations among the variables, indicating the feasibility of conducting factor analysis to examine the acceptance of employees towards basic factors.

Scree plot for acceptance of employees towards basic factors

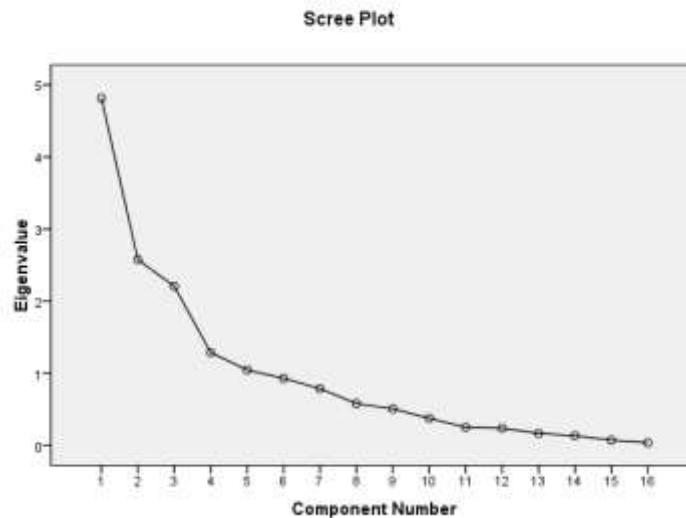


Table 4: Rotated Component Matrix for acceptance of employees towards basic factors

Rotated Component Matrix					
	Component				
Particulars	1	2	3	4	5
V1	.708	-.158	.481	.126	.029
V2	.707	.121	.050	.437	-.159
V3	.198	-.181	.727	.414	-.293
V4	-.159	.238	.334	.718	.002
V5	.308	.014	.708	.071	.303
V6	.209	.284	.681	-.084	.226
V7	.680	.298	.325	-.202	.067
V8	.099	.798	.117	.253	.149
V9	.008	.641	.003	.283	.177
V10	.608	.466	-.047	.009	.172
V11	.054	.246	.155	-.123	.862
V12	.162	.615	.508	-.229	-.355
V13	.040	.424	-.095	.546	-.481

V14	.412	.120	-.096	.819	-.107
V15	.876	-.096	.274	.062	.011
V16	.032	.887	-.006	.025	-.019

For the decision-making process of the study, factors with a loading above 0.5 are considered. The following factors were identified as important for assessing employee acceptance:

- Level of acceptance towards comfortable working hours (v1)
- Well-managed workload within reasonable limits (v2)
- Adequate rest intervals (v3)
- Availability of facilities to effectively perform job tasks (v4)
- A working environment free from dust, pollution, noise, with proper lighting and ventilation (v5)
- Superiors treating employees properly (v8)

These factors have loading values above the threshold of 0.5, indicating their significance in understanding employee acceptance. They will be further analyzed and considered in the decision-making process of the study.

Table 5: Comparison between age and acceptance of respondents towards basic factors of the company

Ho1: No relation exists between age and acceptance of respondents towards basic factors of the company.

Particulars	Age	N	Mean	SD	F	Sig
Comfortable working hours	21-25	3	2.00	.000	9.341	.000
	26-30	38	2.13	.935		
	31-35	32	3.34	1.004		
	More than 35	32	2.75	1.047		
	Total	105	2.69	1.095		
Excessive workload well within the limit	21-25	3	3.00	.000	10.900	.000
	26-30	38	2.39	1.001		
	31-35	32	3.12	1.070		
	More than 35	32	1.75	.880		
	Total	105	2.44	1.109		
Adequate rest intervals	21-25	3	5.00	.000	8.047	.000
	26-30	38	2.71	1.487		
	31-35	32	4.06	1.343		
	More than 35	32	3.19	1.030		
	Total	105	3.33	1.426		
Adequate facilities for attending their job	21-25	3	5.00	.000	5.684	.001
	26-30	38	2.92	.882		
	31-35	32	3.34	1.181		

Particulars	Age	N	Mean	SD	F	Sig
	More than 35	32	2.72	1.085		
	Total	105	3.05	1.104		
Working place free from dust	21-25	3	3.00	.000	32.287	.000
	26-30	38	2.16	.638		
	31-35	32	3.78	1.008		
	More than 35	32	2.16	.677		
	Total	105	2.68	1.070		
Superiors treating them properly	21-25	3	3.00	.000	18.407	.000
	26-30	38	2.32	.775		
	31-35	32	3.44	.914		
	More than 35	32	2.25	.440		
	Total	105	2.66	.897		

The analysis uncovers a noteworthy correlation between the age of the respondents and their levels of acceptance towards different factors. The findings suggest a statistically significant link between the age of the respondents and their acceptance levels regarding the mentioned factors. Further examination is required to delve into the precise nature and implications of this relationship.

Table 6: Comparison between factors related to demographic profile of the respondents years of experience and factor related to excitement factor

Table 7: Model Summary for relationship between factors related to demographic profile of the respondents years of experience and factor related to excitement factor

Model	R	R Square(R ²)
1	.590 ^a	.348

With an R² value of 0.348, it means that the independent variables account for 34.8% of the variability in years of experience.

These results suggest that the included independent variables contribute to a moderate level of prediction and explain a significant proportion of the variability in years of experience. However, there may be other factors not included in the analysis that also influence the years of experience.

Table 8: ANOVA for relationship between factors related to demographic profile of the respondents years of experience and factor related to excitement factor

H02: There is no significant relationship between factors related to demographic profile of the respondents' years of experience and factor related to excitement factor.

ANOVA ^b						
Model		Sum of Squares	df	MSQ	F	Sig.
1	Regression	22.272	4	5.568	13.325	.000 ^a
	Residual	41.785	100	.418		
	Total	64.057	104			
b. Dependent Variable: Years of experience						

As the level of significance is less than 0.05 at 0.000 it shows that there is a significant relationship between factors related to demographic profile of the respondents years of experience and factor related to excitement factor.

Table 9: Status of the respondents and acceptance of respondents towards various factors

Paired Samples Test					
		Paired Differences			
		t	SD	SE Mean	95% Confidence Interval of the Difference
					Lower
Pair 1	Marital status - Level of acceptance towards working environment	-.90286	.84175	.08215	-1.06576
Pair 2	Marital status - Level of acceptance towards quality policy	-1.44762	.79110	.07720	-1.60072

The analysis indicates that there is no significant relationship between the marital status of the respondents and their acceptance levels towards various factors. This conclusion is supported by the negative t-values obtained for the comparison between marital status and the level of acceptance towards the working environment (-0.902) and the level of acceptance towards the quality policy (-1.44).

CORRELATION

Table 10: Comparison between dimension related to basic factors

	Working environment	Relationship with superiors	Relationship with colleagues	Motivational and recognition
Working environment	1	.452**	.478**	.561**
Relationship with superiors	.452**	1	.923**	.554**
	.000		.000	.000
	105	105	105	105
Relationship with colleagues	.478**	.923**	1	.469**
	.000	.000		.000
	105	105	105	105
Motivational and recognition	.561**	.554**	.469**	1
	.000	.000	.000	
	105	105	105	105

It reveals that there is a positive correlation between working environment of the employees and employees relationship with superiors (0.452), relationship with colleagues (0.478) and motivational and recognition (0.561). the dimension relationship with superiors have a positive impact towards employee relationship with colleagues (0.923) and relationship with motivational and recognition (0.561).

FINDINGS

According to the study, 71.4% of the respondents were male. The majority of respondents (36.2%) belonged to the age group of 26-30. Lower-level employees represented the largest proportion (82.9%) among the respondents. Furthermore, the majority of the respondents (93.3%) were unmarried, and 52.4% had 4-6 years of experience.

Among the different age groups, the age group 31-35 showed a higher impact on various factors. This age group had a significant influence on factors such as comfortable working hours (3.34), excessive workload well within the limit (3.12), adequate rest intervals (4.06), adequate facilities provided to attend to their job (3.78), and superiors treating them properly (3.0).

There is a positive correlation between working environment of the employees and employee's relationship with superiors (0.452), relationship with colleagues (0.478) and motivational and recognition (0.561). the dimension relationship with superiors have a positive impact towards employee relationship with colleagues (0.923) and relationship with motivational and recognition (0.561).

SUGGESTIONS

- While taking decision on comfortable working hours, excessive workload well within the limit, adequate rest intervals, comfortable working hours, adequate facilities provided to attend their job and superiors treating them properly the employees whom from the age group between 31-35 should be given higher level of importance.
- While taking decision on working environment of the employees the factor motivational and recognition of the companies should be given more importance followed with relationship with superiors and colleagues.
- The training should be given to supervisors in coaching and performance management skills for enhancement of job performance among employees.

CONCLUSION

In conclusion, the analysis indicates that age and demographic variables such as designation, marital status, and years of experience play a role in employee acceptance towards various factors. The findings highlight the importance of considering these factors in understanding employee commitment and job performance in private sector banks in Palakkad district.

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