

# **An Empirical Study Of Relationship Between Job Satisfaction On Organizational Commitment In Banking Sector Employees In Coimbatore**

**Dr. K K Ramachandran<sup>1</sup>, P.T. Kavitha<sup>2</sup>, Tharangini A<sup>3</sup>, S. Tamil Maran<sup>4</sup>**

<sup>1</sup>Professor & Director, Management Science, Dr. G R D College of Science.

<sup>2</sup>Research Scholar, Management Science, Bharathiar University.

<sup>3</sup>Research Scholar, Department of Management, Dr.GRD College of Science,  
Bharathiar University.

<sup>4</sup>Research Scholar, Department of Management, Dr.GRD College of Science.  
Bharathiar University.

---

## **Abstract**

Organizational Commitment is a feeling of dedication of the employee towards the organization. It is a feeling of willingness to work hard by the employee for organization, and the intention to remain with that organization. There are various factors that affect the commitment of the employee towards the organization. Job satisfaction is an important variable affecting the organization commitment level of bank employees. In an organization, if the employees experience low job satisfaction and organizational commitment, it can be a bad scenario for the organization in both the short and long run. Therefore to solve issues that may arise as a result of low level of job satisfaction and organizational commitment, it is important to study both these factors. The purpose of this research paper is to analyse the relationship between job satisfaction and organizational commitment level in banking sector in Coimbatore. Data was collected through structured questionnaire with the help of convenient sampling from 250 employees from Coimbatore. Correlation and regression analysis was done in AMOS to study the relationship between organizational commitment and job satisfaction.

**Key words:** Organization commitment, job satisfaction.

## **I. INTRODUCTION**

Human Resource is one of the most important contributor determining the success of an organization in a competitive environment. If the human resource is managed properly, it can lead to increased effectiveness, performance, and productivity at both the individual and organizational levels (Fiorita, Bozeman, Young & Meurs, 2007). An employee who is committed to the organization values the goals, mission and vision of the organization, and therefore shows higher level of job performance and commitment towards the organisation. According to Locke (1976), job satisfaction can be explained as the feelings of an employee towards his or her job. These days it is necessary to develop a positive organizational climate and culture to satisfy the employees. Therefore, in order to meet the changing needs and demands of employees, it is important to increase job satisfaction and to have feeling of organizational commitment among employees.

Organizational commitment and job satisfaction are two crucial job related attitudes that should be properly understood by organizations. This is because committed and satisfied employees have higher productivity thereby contributing towards organizational productivity. This study provides valuable insights about job satisfaction that leads to organizational commitment and thereby increasing productivity. Direct relationship has been established between employees productivity and their level of job satisfaction and organizational commitment.

According to maya salimath G., (2021), job satisfaction determines organizational commitment. They suggested that while organizational commitment can be explained as the mental responses of the employee towards his organization; job satisfaction can also be defined as the employee's responses towards his job.

The researchers suggest that there is high level of interdependence among job satisfaction and organizational commitment and therefore, it is imperative to understand both the variables i.e. job satisfaction and organizational commitment. The reason why job satisfaction lead to high level of commitment is that higher job satisfaction results in good work life and reduction in stress (Cote & Heslin, 2003).

## **JOB SATISFACTION**

Job satisfaction refers to the attitude and feelings people have about their work. If the attitude towards the job is positive and favorable, it indicates job satisfaction. While a negative and unfavorable attitudes towards the job indicate absence of job satisfaction.

The application of the concept of job satisfaction in the workplace is a difficult concept as the individual's definition of job satisfaction differs from another individual's definition. One employee may put his/her salary of prime importance while another may find recognition as an

important factor for job satisfaction. Most research on job satisfaction have focused on the effects of enrichment of job and job design and the quality of work-life balance. There are various factors that influence job satisfaction such as:

1. **Job enrichment**- An “enriched” job is one in which an employee get opportunities towards greater achievement, self-recognition, better advancement, additional responsibility, and more growth prospects. Enriched jobs are one in which the employee get the opportunity to complete processes or tasks with complete involvement. Enriched jobs have these five dimensions i.e. work significance, work identity, skill variety, independence, and feedback. There is a direct relationship between job enrichment and job satisfaction level of an employee.

## 2. **Quality of work life**

A Quality of Work Life environment may contain either regular jobs or niche jobs. However, the key to Quality of Work Life is the implementation of the following components, all of which are within the control of the employer. These components are:

- 1) Adequate and fair compensation;
- 2) Healthy work environment;
- 3) Efforts to build human capacities and capabilities by performing crucial work and finding/developing new ways of performing those tasks;
- 4) Advancement and Job Security, which means opportunities to get better skill set, improved knowledge and a sense of job safety;
- 5) Social bonding, which means building positive relationships with both juniors, colleagues and manager;
- 6) Work-life balance is also an important component of Quality of work Life. It signifies the ability of the employee to balance both home and work;

## 3. **Company Policies**

Companies’ policies are crucial in achieving job satisfaction among the employees. Organizations with clear, fair and transparent policies promote job satisfaction among the employees. Transparency and clarity go a long way in improving employee’s job satisfaction.

## 4. **Pay and other monetary benefits**

Pay and other monetary benefits are a way by which an employer rewards an employee for his efforts and time depending upon the results produced by the employee and also the efforts made by him (Mottaz, 1988). According to Spector (1997), both the variables i.e. pay and job satisfaction has a positive relationship. Monetary benefits received by the employees are a major determinant of Job Satisfaction of employees. An organization should ensure that the salaries and other monetary benefits received by the employees are comparable to the employees of other

organization to achieve a good level of Job satisfaction. If a company want to produce a quality product they have to hire good employees at competitive wages. Right amount of monetary benefits also help in good retention rate in the organization.

4. **Job Security** - Job security is a key factor in determining the job satisfaction level of an employee. If the employee has job security, it leads to job satisfaction.

5. **Achievement & Recognition**- Achievement & Recognition influence the Job Satisfaction level of an employee. An employee who gets recognized for his efforts is likely to be satisfied from the Job than the one not properly recognized for his achievements. A positive and constructive feedback given to the employee by the employer boosts an employee motivation and keeps them satisfied.

6. **Work-life Balance**- There has to be a perfect balance in the professional and personal life of an individual. A misbalance among the same results in an unsatisfied employee. To keep the employees satisfied, the employer should try to maintain a harmony between work and their professional life. The policies that respond favorably to the personal and family needs are essential to maintain job satisfaction.

7. **Interpersonal Relationship** - Allowing employees to develop interpersonal relationship with their employees increase level of Job satisfaction as well as develop a sense of belongingness among the employees. Researches state that when individuals are allowed to develop interpersonal relationships, higher level of employee involvement and Job Satisfaction can be seen.

8. **Working Environment** – Right working conditions at the Job goes a long way in keeping the employee motivated and satisfied with the Job. Working condition at the job includes the following factors such as Safe and healthy work environment; fair policies that are regulated properly, a work environment free of any kind of biasness, and fair opportunities for employees to advance; proper work-life balance to meet the demands of home and work etc.

9. **Freedom of Work**- Job Satisfaction is also influenced by the freedom of work one gets at the workplace. Freedom of work helps increase Job satisfaction. Job satisfaction increase when an individual feels they are provided sufficient level of freedom of work.

## **ORGANIZATIONAL COMMITMENT**

Commitment is related to the sincerity of the employee that develops his ability to work hard and produce good results in any scenario. Organizational commitment gained popularity as the organizations began to gain interest in understanding the role of organization commitment in influencing the stability in the organization (Lumley 2010). Organizational commitment is considered an attitude as it relates to the perception of the employees working in the organization (Allen & Meyer 1990).

It can also be defined as an effective response of the employee towards the organization and the inclination, attachment or loyalty towards the organization. There are three main constructs of organization commitment which include affective, normative and continuance aspects of

commitment (Coyle-Shapiro et al., 2006). These three constructs of organization commitment represent the mental state of employee that decides their loyalty remains with an organization.

Raju and Srivastava (1994) described organizational commitment as a contributor towards promoting the attachment of the employee towards the organization. Organizational Commitment is said to have been achieved if the employees are willingly to continue being associated with an organization and are devoted towards achieving organizational goals and hold a belief in the values of the organization. Also, greater levels of effort shown by employees are associated with high levels of organizational commitment, thereby promoting higher job performance and higher productivity at both the employee and the organizational level. ((Raju and Srivastava (1994)).

Organizational commitment is defined as belief of the employee towards organization's objectives, an effort by employee as a representative of the organization in reaching these objectives and strong desire to maintain membership in the organization. Organizational commitment has three dimensions related to the attitude of employee in the organization. First is the extent to which the employee demonstrates a desire to remain part of the organization. Second is the extent of willingness to exert efforts for organization. Third is the belief and acceptance of the employee towards the goals and value of the organization. These are three dimensions of Organizational Commitment. (Mow day, Porter, and Steers (1982))

1. **Affective Organization Commitment:** It is the emotional inclination of the employee towards the identification and involvement in the organization (Allen & Meyer, 1990).
2. **Continuance Organization Commitment:** It is the wish of the employee associated with leaving the organization (Allen & Meyer, 1990).
3. **Normative Organization Commitment:** It is the employees' feeling of obligation to continue employment (Allen & Meyer, 1990).

## II. LITERATURE REVIEW

Job satisfaction and organizational commitment are two crucial concepts from the organization point of view. There have been several researches to establish the relationship between both the variables organizational commitment and job satisfaction (Currivan, 1999). The numerous researches have used different dimensions of satisfaction to predict the different attributes of the employee such as performance, commitment towards organisation, and service quality.(Dienhart & Gregoire (1993)).

Becker et al. (1995) has defined organizational commitment in three dimensions. First, the research stated it a strong desire to remain as a member of a particular organization. Second, it is a willingness among the employees to exert high levels of efforts on behalf of the organization and third dimension was that it is a belief in the values and goals of the organization and acceptability of the same. Oshagbemi (2000), Yousef (1998) also predicted the different facet of

employee towards organization commitment and job satisfaction. However, even today it remains an issue of debate whether job satisfaction as a variable can for see organizational commitment or vice versa. There have been numerous researches that state that job satisfaction is a predictor of organizational commitment (Porter, Steers, Mowdy). There is high correlation that has been found between the two variables (Mathieu & Zajac, 1990; Meyer et al., 2002). Moreover, It is difficult to segregate both the concepts as both are dependent on each other since there are many factors that influence both. Many researches done in the past show that there is a causal relationship between organizational commitment and job satisfaction, while many researches show that job satisfaction is a determinant of organizational commitment. (Mathieu, 1991).

One research stated that organizational commitment is an independent variable while job satisfaction is an outcome (Bateman & Strasser, 1984; Vandenberg & Lance, 1992). Another study by Bateman and Strasser (1984) stated that employees commitment towards organization influences job satisfaction. Another study stated that there is direct impact of organizational commitment on job satisfaction as employees who have high level of organization commitment were found to have greater levels of job satisfaction (Lau and Chong, 2002). Many researches also states that achieving job satisfaction is crucial for the organizations as the absence of the same leads to low productivity and reduced organizational commitment.

### CONCEPTUAL FRAMEWORK



Many studies has considered job satisfaction as an independent variable and organizational commitment to be dependent on job satisfaction (Gaertner, 1999; Jernigan et al., 2002; Lok and Crawford, 2001; Mow day et al., 1982) According to Mow day et al. (1982), organization commitment and job satisfaction are different. Job satisfaction is affected due to a specific job and other factors related to job while organization commitment is affected by the organization. It is because of this reason that organization commitment is more stable as compared to job satisfaction (Feinstein and Vondrasek, 2001). The same study also stated that job satisfaction would predict their commitment to the organization. Gaertner (1999) also studies the variables job satisfaction and organizational commitment and it was found that job satisfaction is a cause of organizational commitment. Dirani and Kuchinke (2011) concluded that the employees with high levels of organizational commitment were found to be having high level of job satisfaction. He suggested that both the variables have high level of interrelationship as they both can be positively and negatively correlated.

Mowday & Steers, 1979 stated that organizational commitment is an attitude of employee towards the organization and it is different from job satisfaction. The reason is organizational commitment tells the general response of employees towards the values and goals of the organization while job satisfaction tell the response of employees towards the job that is allotted to him (Meyer et al., 2002). The difference between both the variables was also stated according to their nature. Organizational commitment was said to be something that developed among the employees gradually with time while job satisfaction was stated to something that was less stable than organization commitment as it was influenced by the happening of day to day event. (Porter et al., 1974)

Moreover, it is important to study both the variables as they are important in determining the intention of the employee's intentions to stay or leave organization. The employees with high level of organization commitment are loyal to the organization, share the same values and identify with the vision, mission and goals of the organization (Mow day, Porter, & Steers, 1982).

#### **A. IMPACT OF JOB SATISFACTION ON ORGANIZATIONAL COMMITMENT ON THE EMPLOYEES OF BANKING SECTOR**

A Study on "Relationship among Organizational Commitment, Trust and Job Satisfaction: An Empirical Study in Banking Industry" was done with the purpose to establish relationship between variables such as employee behavior, job satisfaction, organizational trust. The data for the purpose of the study was collected from two private banks in Tiruchirappalli District. The total sample Size for the study was 101 and correlation was used to establish results. The outcome of the result was that job satisfaction is positively related to organizational trust. In addition, job satisfaction also had a positive influence on the three dimensions of organisation commitment that include affective commitment, continuance commitment and normative commitment. (M Sheik Mohamed, M Mohiadeen Abdul Kader and H. Anisa (2012))

A Study on "Mediating Relationship of Job Satisfaction between Social Capital and Organizational Commitment in Employees: A Study of Banking Sector of Pakistan" was done to find the relationship between three variables that included job satisfaction, social capital and organizational commitment in the banking sector employees in Pakistan. The Finding of the study revealed that if social capital is present for the employees in banking sector, then the job satisfaction along with social capital positively impact the organizational commitment level of bank employees. For the purpose of research, data was collected through survey questionnaire. The questionnaire used for the study was developed from prior studies. The respondents for the purpose of the study included all the levels of management in banking industry. The sampling technique used for data collection was random sampling and SPSS was used for analysis. The techniques that were used for the study were correlation and multiple regression. With the help

of the study, it has been concluded that social factor and job satisfaction impact the organization commitment level of bank employees. (Abeer Imam, Dr. Muhammad Shafique, Dr. Faisal Tehseen Shah(2014))

In the paper ‘Relationship among Job Satisfaction, Attitude towards work and Organizational Commitment’ the relationship between three of job satisfaction and work attitude and organization commitment was examined in bank of Pakistan. The results of the study concluded that there is a relationship between job satisfaction and work attitude with organization commitment in the employees of banking sector. (Maria Farzeena, Aqeel Ahmad, b, Naveed Anwarc (2015))

In the paper titled, “Job satisfaction related with organizational commitment: a study on bank employees at Northern region, Malaysia”, a study was conducted with the aim to examine the correlation between job satisfaction and organizational commitment in bank employees of Malaysia. A total of 200 respondents were chosen for the study and random sampling technique was used for this purpose. Out of the total respondents of 200, questionnaires were returned only by 150 respondents. The data analysis technique used was correlation and regression analysis to determine the relationship between variables of job satisfaction variables and organizational commitment. The study concluded that job satisfaction had a positive influence on organization commitment level of bank employees.(Kamarul Azman Khamis, Ramli Saad, Daing Maruak Sadek, Azyyati Anuar and Mohd Radzi Mohd Khir (2012))

Another study “Impact of Job Satisfaction on Organizational Commitment in Banking Sector Employees of Pakistan” also established the same results. This study also aimed was done with the objective to analyze the impact of job satisfaction on the organizational commitment of banking sector employees. The data was collected from the bank employees of Pakistan through a Survey questionnaire. The sampling technique used was convenience sampling. For the purpose of data analysis, regression and correlation analyses were used. The study also concluded that job satisfaction has significant positive impact on organizational commitment in banking sector employees in Pakistan. (Abeer Imam, Aiman Raza, Mansoor Ahmed (2014) )

In this paper, “Factors Affecting Employees’ Organizational Commitment–A Study of Banking Staff in Ho Chi Minh City, Vietnam”, an attempt was made to establish relationship between job satisfaction on the organizational commitment. Organizations that value commitment believes that organizational commitment among the employees of the organization results with higher retention, thereby promoting better results, business performance and enhanced customer service. Keeping, this in mind, this study was conducted to find the factors that affect the organizational commitment level among bank employees in Ho Chi Minh City, Vietnam. The sampling technique chosen was convenience sampling and the questionnaire was sent and collected from 201 banking employees. The results of the study confirmed that the impact of



better managerial practices towards the employees results in higher organizational commitment. The study indicated that the most important managerial practice to achieve higher commitment among the employees was job satisfaction. (Tung N. Nguyen, Khuong N. Mai, and Phuong V. Nguyen (2014))

In this paper, ‘Contributions of Career Salience and Job Satisfaction In organizational Commitment Of A Sample Of Nigerian Bank Workers’, a relationship between three variables which are career salience, job satisfaction and organizational commitment was established among the bank employees in Nigeria. A total of 153 bank employees responded for collection of data through questionnaire. Three questionnaires: Organizational Commitment Questionnaire, Career Salience Scale and Minnesota Satisfaction Questionnaire were used to collect data. The data analysis technique used was Hierarchical Multiple Regression. The study concluded that career salience and job satisfaction have a positive impact on the organization commitment level of bank employees. Thus, strategies aimed to improve career salience and job satisfaction were suggested to improve organizational commitment of the employees in banking sector. (Chris N. Uzundu Edozie E. Aloh Ebere O. P. Okafor (2014))

In the study titled, “Relationship between Job Satisfaction, Organizational Commitment and Demographic factors in Private Banking Sector in Bangkok” a relationship between job satisfaction and organizational commitment was established. This study aimed at establishing the relationship between job satisfaction and organizational commitment in Bangkok, Thailand. In addition of establishing relationship between job satisfaction and organizational commitment, the research made an attempt to find the impact of demographics variables on these two parameters. The total number of respondents for the study was 401 banking employees. The study concluded that demographic variables such as age, designation, number of year of experience had a significant effect on Job satisfaction and Organizational commitment. In addition, a positive correlation between job satisfaction and organizational commitment was established. (Manish Suri)

In this paper, “Relationship between Job Satisfaction, Organizational Commitment and Turnover Intention among Bank Employees: A study on selected Banks of Bangladesh” a relationship between job satisfaction, organizational commitment and turnover intention was established. This study aimed at establishing the relationship between job satisfaction, organizational commitment and turnover intention in the banking sector of Bangladesh. The sampling technique used for collecting data was purposive sampling method. The data analysis technique used was multivariate analysis techniques like factor analysis and Smart PLS. The factors were created with the help of factor analysis. The factors found were promotional system, fair rewarding system, payment, experience based salary, organization support, etc. The study concluded that a positive relationship exist between job satisfaction and organizational commitment, job

satisfaction and turnover intention, and organizational commitment and turnover intention. (Maya Salimath G & Dr.B R K2019)

In this paper, “Job Satisfaction, Organizational Commitment, and Organizational Citizenship Behavior in State-owned Banking” an attempt was aimed at establishing the relationship between Job satisfaction, organizational commitment and Organizational Citizenship Behavior. The study aimed at identifying the mediating role of organizational commitment between job satisfaction and Organizational Citizenship Behavior. The data was collected from a total of 320 respondents using a questionnaire containing 39 statements in the banking sector in Indonesia. The study concluded that there organizational commitment is an important contributor as mediator between job satisfaction on Organizational Citizenship Behavior. ( Arif Partono Prasetyo, Tjutju Yuniarsih, Eeng Ahman (2017))

In the paper titled, “Dimensions of Organizational Culture and Employee Engagement- a Study on Cause and Effect (with reference to organized retail outlets in Bangalore” relationship between employees’ Organizational Culture and Employee Engagement was established on the employees in retail sector. The study had total respondents of 160 employees and data was collected through convenience sampling. The data analysis technique used was correlation and stepwise regression to establish the relationship between the job satisfaction and organizational commitment of employees in banking sector. The result concluded that there is a significant positive relationship between organizational commitment and job satisfaction. The result also established a positive relationship between job satisfaction and three dimensions of organization commitment which are affective, continuance, normative commitment.(Maya Salimath et.al (2019)

#### **A. OBJECTIVES OF THE STUDY**

The Banking sector is one of the busiest and stressed sectors in most parts of the world. The employees in banking sector are required to work for long hours in the banks. Apart from that, their work requires a lot of attention as dealing with public is involved. Organization commitment and job satisfaction are two important variables for study in the banking sector. Numerous researches have been done in the world on job satisfaction and organization commitment, but the studies are limited in the banking sector. Therefore, it is crucial for an organization to study the relationships between organization commitment and job satisfaction. Therefore, through this study an attempt has been made to check the impact of job satisfaction on the organization commitment. Based on the purpose of study following objectives are framed:

1. To examine organizational commitment and job satisfaction level of employees in banking sector.
2. To check the impact of Job Satisfaction on organizational commitment in banking sector.

3. To measure the effect of Job Satisfaction on organizational commitment in banking sector.

### **III. RESEARCH METHODOLOGY**

#### **A. Tools and implementations**

The present study examines the impact of job satisfaction on the organizational commitment in Banking sector in Coimbatore. To measure the relationship, data from 500 employees of Banking sector was collected using structured questionnaire. The questionnaire has two parts. One part collected information about the demographic details and the second part collected information about Job Satisfaction and Organisational Commitment. Standardised questionnaire for studying job satisfaction level and organization commitment level has been used. Information was taken on five point Likert scale.

#### **B. Hypotheses**

Job satisfaction was measured through seven statements on different dimensions such as recognition and acknowledgement of work, compensation, Inter-personal Relationship, satisfied with my job, opportunity to contribute towards development of organization, opinions are respected at work and satisfied with responsibilities of my job were used

Organization commitment was measured through eight statements such as willingness to put in a great deal of effort, acceptance of any type of job assignment, employee's values and the organization's values are very similar, proud to be part of organization, organization inspiring the best in employee, major change required to leave, glad to chose this organization to work for, considering the organization to be best of among all to work for.

The hypotheses framed on the basis of literature and tested with the help of above stated questionnaire.

**H1:** there is a significant impact of job satisfaction on organizational commitment level in Banking Sector.

#### **C. Sampling process**

Data was collected from 500 employees from Banking sector among Coimbatore through convenient sampling. Convenient sampling was used because it is difficult to collect data from bank employees because of their busy schedule. The feedback collected from them was analyzed quantitatively with Likert scale. Demographic characteristics of respondents, descriptive statistics and testing of hypothesis were reviewed with SPSS. Correlation and regression between the studied variable was established through AMOS.

#### IV. Analysis and Interpretation

<b>DEMOGRAPHIC PROFILE OF THE RESPONDENTS</b>			
	<b>Classification of variables</b>	<b>No. of respondents</b>	<b>Percentage</b>
<b>GENDER</b>	Male	288	57.6
	Female	212	42.4
<b>MARITAL STATUS</b>	Married	344	68.8
	Unmarried	156	31.2
<b>EDUCATION</b>	Graduate	30	6
	Post Graduate and above	224	44.8
<b>INCOME</b>	Between 20,000-Rs 40,000	246	49.2
	Between 40,000-Rs 60,000	24	4.8
	Above Rs.60,000	147	
<b>EXPERIENCE</b>	Less than 5 years		29.4
	Between 5-10 years	132	26.4
	Between 10-15 years	197	39.4
	More than 15 years	168	33.6
<b>BANK</b>	Private Sector Bank	108	21.6
	Public Sector Bank	66	13.2

**Table I: Demographic Profile of the respondents**

Table I shows the demographic profile of the respondents. The total number of male in the study is 288 and female is 212. The total number of respondents who are married is 344 and that of unmarried is 156. The total number of senior secondary pass out is 30 , graduate is 224 and post graduate and above is 246. The total number of respondents earning below Rs 20,000 is 24, with income between 20,000-Rs 40,000 is 147; between 40,000-Rs 60,000 is 132 and that of above Rs.60,000 is 197. The total number of respondents with experience less than 5 years is 168; the total number of respondents with experience 5-10 years is 108; between 10-15 years is 66; the total number of respondents with experience more than 15 years is 158. The total number of respondents working with private sector bank is only 93 and that working with public sector bank is 407.

**Table- II: Reliability statistics**

	Cronbach Alpha	Items
<b>Job Satisfaction</b>	.895	7
<b>Organisation Commitment</b>	.898	8

Table II shows the results of reliability test. To check the internal consistency of items, reliability test was conducted. In general, the value of cronbach alpha above .60 is considered acceptable. As seen in above table, the value of cronbach alpha for both the variables is above 0.60, the data is considered consistent for further analysis.

**Table- IV: Model Fit Indices**

Chi - square	D. F.	CMIN/DF	RMR	GFI	CFI	IFI	RMSEA
91.518	89	1.028	.032	.976	.999	.999	.008

Table IV depicts the indices of model fitness showing different fitness criteria. As shown in the table CMIN/DF is 3.423 which shows that model is good as its acceptable limit is below 4. All values were near to their traditional criteria which showed that model was fit for that study.

**Table V: Regression Weights of the Model**

**Regression Weights: (Group number 1 - Default model)**

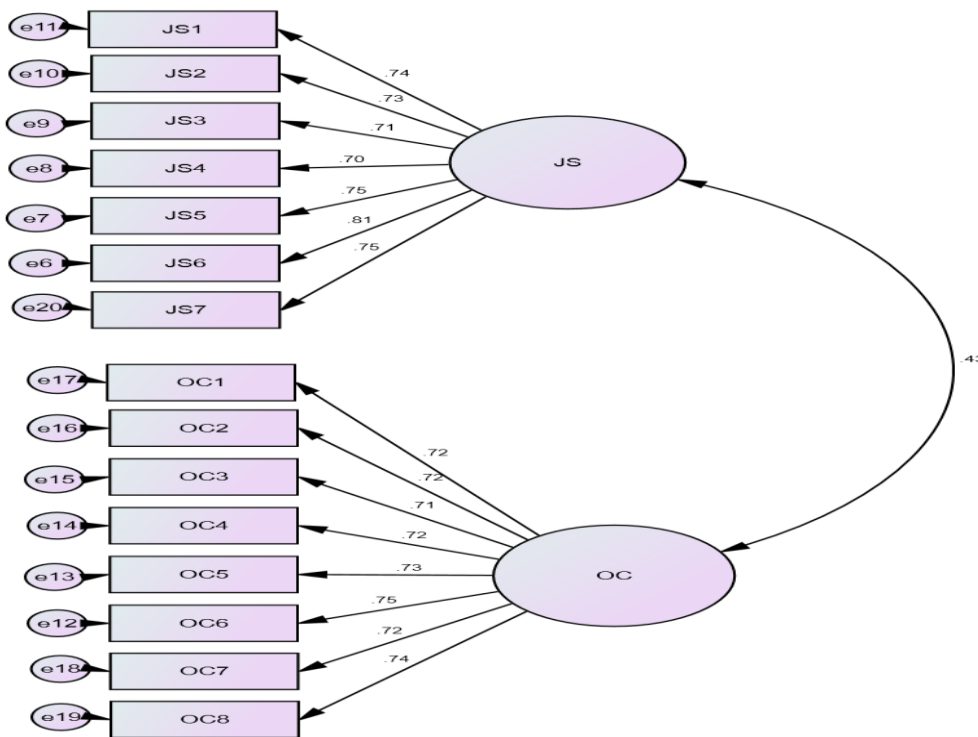
	Estimate	S.E.	C.R.	P	Label
JS6 <--- JS	1.000				
JS5 <--- JS	.929	.051	18.061	***	par_1
JS4 <--- JS	.839	.050	16.631	***	par_2
JS3 <--- JS	.862	.051	16.968	***	par_3
JS2 <--- JS	.860	.050	17.300	***	par_4
JS1 <--- JS	.863	.049	17.729	***	par_5
OC6 <--- OC	1.000				
OC5 <--- OC	.838	.052	16.145	***	par_6
OC4 <--- OC	.865	.055	15.847	***	par_7
OC3 <--- OC	.803	.051	15.670	***	par_8
OC2 <--- OC	.850	.054	15.864	***	par_9
OC1 <--- OC	.866	.054	15.975	***	par_10
OC7 <--- OC	.871	.054	16.019	***	par_11

	Estimate	S.E.	C.R.	P	Label
OC8 <--- OC	.905	.055	16.323	***	par_12
JS7 <--- JS	.928	.051	18.047	***	par_14

Table VI illustrates the regression weights of the study model. The result presents a positive and considerable impact of job satisfaction on organizational commitment.

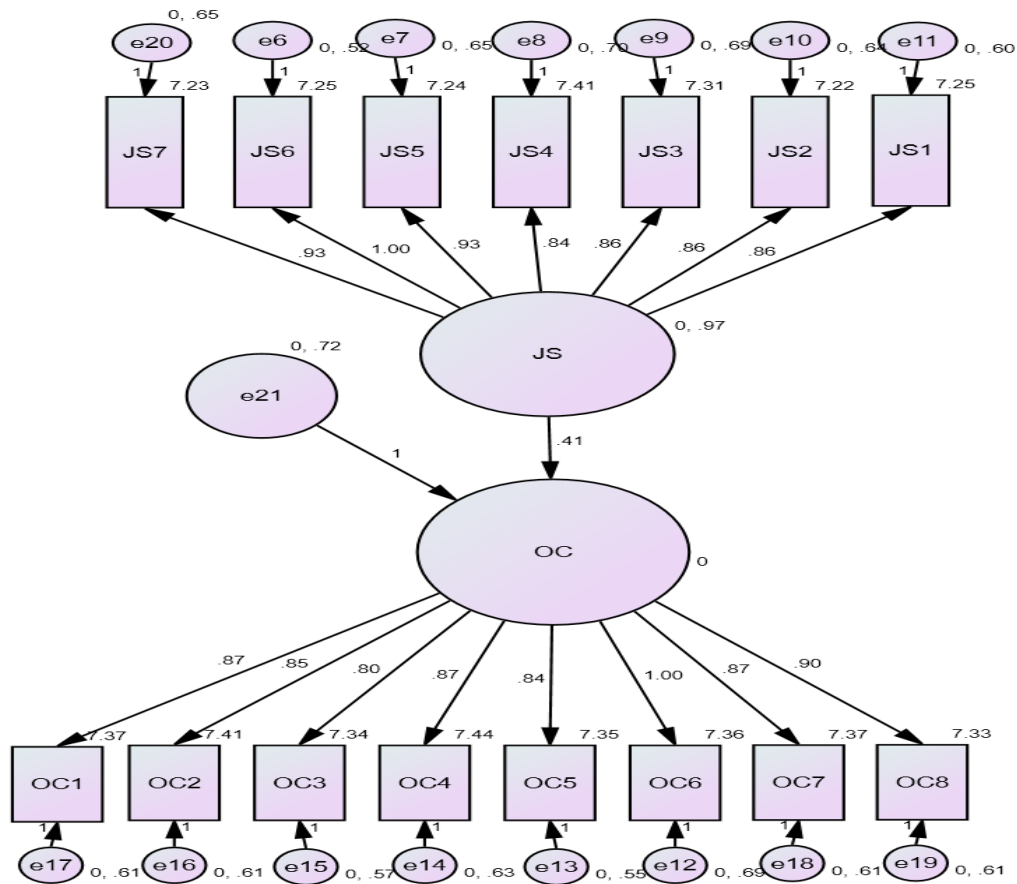
### MEASUREMENT MODEL

In the below diagram, Job Satisfaction and Organisation Commitment are the two constructs. JS1, JS2, JS3, JS4, JS5, JS6 and JS7 are the statements predicting Job Satisfaction among the banking employees in Coimbatore and OC1, OC2, OC3, OC4, OC5, OC6, OC7, OC8, OC9, OC10 are the statements predicting the Organisation Commitment among the banking employees in Coimbatore.



**Figure 1: Correlation between Job Satisfaction and Organization Commitment using AMOS**

The above figure shows the correlation between Job Satisfaction and Organization Commitment. The value of correlation is 0.43. As we know that the value of correlation lie between -1 to 1. So, we can say that there is high level of correlation between Job Satisfaction and Organization Commitment among banking employees in banking sector. In addition, the level of correlation between the statement and the construct is greater than 0.5 in each case, thereby showing that the statements have good level of correlation with the constructs.



**Figure 2: Regression between Job Satisfaction and Organization Commitment using AMOS**

The above figure shows the regression between Job Satisfaction and Organization Commitment to be 0.41. The above figure proves that Job Satisfaction has an impact on Organization Commitment among banking employees in banking sector.

## **FUTURE IMPLICATIONS**

Job satisfaction is a significant contributor to job performance and understanding it would help the management in establishing a good working environment to increase job satisfaction, hence work commitment. Through this study, an attempt has been made to focus on organizational commitment and job satisfaction among the employees in banking sector in Coimbatore. The findings of the study would enlighten the management in the banking sector about the level of job satisfaction and organization commitment among the employees in banking sector in Coimbatore.

## **CONCLUSION**

Organizational commitment and job satisfaction are two crucial job related attitudes that should be properly understood by organizations. This is because committed and satisfied employees have higher productivity thereby contributing towards organizational productivity. This study provides valuable insights about job satisfaction that leads to organizational commitment and thereby increasing productivity. Increased employees productivity is largely related to their level of job satisfaction and organizational commitment. In addition, job satisfaction was found to have positive influence on all the three dimensions of organization commitment that include affective commitment, continuance commitment and normative commitment. The various studies indicated that the most important managerial practice to achieve higher commitment among the employees was job satisfaction.

## **REFERENCES**

1. Fiorita, J. A., Bozeman, D. P., Young, A., Meurs, J. A. (2007). Organization Commitment, Human Resource Practices, and Organization Characteristic. *Journal Of Managerial Issues* 19(2), 186-207.
2. Locke, E. A. (1976). Organizational Behavior: Effect in the Workplace. *Annual Review of Psychology*.
3. Meyer, John P., Stanley, David J., Herscovitch, Lynne, Top olnytsky, Laryssa. (2002). Affective, Continuance, And Normative Commitment to the Organization: A Meta-Analysis Of Antecedents, Correlates, And Consequences. *Journal of Vocational Behavior*, 61, 20-52
4. Cote, S., & Heslin, P. (2003). 'Job Satisfaction and Organizational Commitment'.
5. Curri van D.B. (1999). The Causal Order of Job Satisfaction and Organizational Commitment In Models Of Employee Turnover. *Human Resource Management Review*, 10534822, Winter 99, 9(4).
6. Becker, T. E., Randal, D. M., & Riegel, C. D. (1995). The Multidimensional View of Commitment and Theory of Reasoned Action. A Comparative Evaluation: *Journal of Management*, 21(4), 17-638.
7. Bateman, T.S. and Strasser, S. (1984). A Longitudinal Analysis of the Antecedents of Organizational Commitment, *Academy of Management Journal*, 27, 95-112.



8. Lau, C. M. and Chong, J. (2002). The Effects Of Budget Emphasis, Participation And Organizational Commitment On Job Satisfaction: Evidence From The Financial Services Sector, *Advances In Accounting Behavioral Research*, 5, 183-211.
9. Mowday, R., Porter, L., & Steers, R. (1982). *Employee—Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover*. New York: Academic Press.
10. Meyer, J. & Allen, N.(1991),'A three component conceptualization of organizational commitment', *Human Resource Management Review*, 1:pp. 61–89.
11. Maya Salimath G (2021) Study On Impact Of Self-Realization And Its Impact On Employee Engagement , *Turkish Journal of Computer and Mathematics Education*, vol: 12issue 10 pg:3550-3556
12. Maya Salimath G & Dr.B R K(2019) OCTAPACE Dimensions in Retail Organizations, *Restaurant Business(RS) ISSN 0097-8043 vol15 issue 8*
13. Allen, N. & Meyer, J.( 1990), 'The measurement and antecedents of affective, continuance and normative commitment to the organization', *Journal of Occupational Psychology*,63: pp.1–18
14. Lumley, E. (2010), Exploring the relationship between career anchors, job satisfaction and organizational commitment. Unpublished master's dissertation, Department of Industrial and Organizational Psychology, University of South Africa, Pretoria.
15. Coyle-Shapiro JAM, Morrow CP, Kessler I (2006), "Serving two organizations: exploring the employment relationship of contracted employees". *Hum. Res. Manage.*, 45(4):561-83
16. Raju, P.M. & Srivastava, R. C. (1994), "Factors contributing to Commitment to the teaching profession", *International Journal of Educational Management*, Vol. 8(5), pp. 7-13.
17. Mathieu, J. E. (1991). A Cross-Level Nonrecursive Model of the Antecedents of Organizational Commitment and Satisfaction. *Journal of Applied Psychology*, 76 (5), 607-618.
18. Maya Salimath G (2019)"Organizational Culture and Employee Engagement" *Ajanta an International Multidisciplinary Quarterly Research Journal* 8(2)
19. Meyer, J. P., Stanley, D. J., Herscovitch, L., & Top olnytsky, L. (2002). Affective, Continuance, and Normative Commitment to the Organization: A Meta-Analysis of Antecedents, Correlates, and Consequences. *Journal of Vocational Behavior* , 61, 20- 52.
20. Mottaz, C. J. (1988). Determinants of Organizational Commitment. *Human Relations* , 41 (6), 467-482.
21. Mowday, R. T., & Steers, R. M. (1979). The Measurement of Organizational Commitment. *Journal of Vocational Behaviour* , 14, 224-247.
22. Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational Commitment, Job Satisfaction, and Turnover Among Psychiatri Technicians. *Journal of Applied Psychology* , 59, 603-609
23. Dienhart, J. R.& Gregoire, M.B.(1993),"Job satisfaction, Job involvement, job security, and Customer focus of Quick-service Restaurant Employees", *Hospitality Research Journal*;16(2),29-44

24. Oshagbemi, T. (200b), "Is length of service Related to the level of Job Satisfaction?" *International Journal of Social Economics*, 27(3), 213-226.
25. Gaertner, S. (1999), "Structural determinants of job satisfaction and organizational commitment in turnover models", *Human Resource Management Review*, Vol.9 No.4, pp. 479-93.
26. Imam, A., Raza, A., & Ahmed, M. (2014). Impact of Job Satisfaction on Organizational Commitment in Banking Sector Employees of Pakistan. *Science International (Lahore)*, 26(1), 419-423.
27. Nguyen, T. N., Mai, K. N., & Nguyen, P. V. (2014). Factors Affecting Employees' Organizational Commitment—A Study of Banking Staff in Ho Chi Minh City, Vietnam. *Journal of Advanced Management Science* Vol, 2(1), 7-11.
28. Uzundu, C. N., Aloh, E. E., & Okafor, E. O. Contributions Of Career Salience And Job Satisfaction In Organisational Commitment Of A Sample Of Nigerian Bank Workers.