

# Green and Sustainable Management Practices: Examining the Status of Employees Commitment within Organization for Longer Sustenance in any Service Sector

Dr. Vhatkar Sushilkumar Shivaji

Assistant Professor Savitribai Phule Pune University, MBA Programme Sub Centre Nashik

---

## ABSTRACT

*The expectation of the employee towards the organization is the driving force for his attachment with the organization. Employees work in any organization with their positive intention for getting monetary rewards and other benefits for which they derive satisfaction. The rising demand of the employee in the organization leads to a phenomenon where the profit of organization should be maximized by the employer for fulfilling the demands of the employee. If the demands are not fulfilled by the employer, then satisfaction is not observed in the employee in an organization. The unsatisfied employees in turn puts in less efforts and thus earns less profit and works at a slower pace in the organization. Therefore, the satisfaction of the employee in the job is the always a valuable asset for the employee for sustainable growth of the organization. The research study highlights on employee's sustainability in any bank throughout state in the country, data calculations using SPSS software and appropriate findings. The employers who stick to their commitment for the satisfaction of employee in the organization are highly proactive in nature. These aspects for the employer are always challenging nature and difficult to retain in organization. Steers (1977) revealed that organizational commitment only is not directly concerned with performance of the job. Thus, the type of work available in the organization itself is a positive attitude for the employee to stay in organization for longer period.*

**Keywords:** Sustainability; Employees; Performance; Service Sector.

---

## INTRODUCTION

Research studies have identified various determinants of Organizational Commitment. Wherein studies show that, female employees work for longer period in same organization as compared to male employees. The level of education is determined most valuable factor in the organization. Higher the educational profile of the employee more is the level of satisfaction in the job. The available opportunities for the employees to work is always determined depends on the employer's policy which is implemented in the organization.

The banking sector in today's context for the executive employee's is a challenging area for performing the job. The employee's commitment made in this sector is more challenging for any working executive in the organization. The executive's employees are the key factor for delivering the messages. They create inspiration among the group members, are kind and humble towards the colleague in organization and suggest new ideas for future growth of the organization. The executives are having maximum responsibility of making learn for the organization objectives to their subordinates. They have to prepare them in such a way that, when they are promoted to the executive level, they should be able to handle the situation. Thus, this process is most important when commitment is concerned.

## LITERATURE REVIEW

Locke (1983) highlighted on Pleasurable or positive emotional state resulting from the appraisal on one's job or job experience. Togia et al. (2004) revealed that Job satisfaction is all about to satisfy the one's needs in working place. Blau and Boal (1987) focused on the Identification with employee's loyalty to the organization and its goals. Sarri and Judge (2004) revealed that the study on the basis of industrial field which had a long controversial history related to understanding of employee attitudes and job satisfaction. Further studies may perform in the direction towards the attitude of employee which will help to understand the interrelation between the employee and the actual situation that directly influences the employee's attitude. Guna and Rethinam (2008) revealed in their research study that the job satisfaction towards the organization is a positive attitude of the employee to enhance the quality of the work in the organization.

The understanding behavior of the employee towards organization will assure the sustainability of the banking organization. The interest of the employee in the organization shows positive attitude to work continuously in same organization for longer duration. The result concluded that those employees with positive attitude towards the organization are highly satisfied in their current job. Porter et al. (1974) further examined the study on multiple measurements on longitudinal designs. The variables considered by the authors in the study were limited and there was no casual ordering with the respect to antecedents of the organizational commitment. Iqbal (2010) revealed in their study that the total period of long service done by the employee in the organization is linked significantly with the organizational commitment in the organization. They also studied that the executives working in the organization for longer period are highly committed towards the organization.

## RESEARCH METHODOLOGY

The research was conducted in order to know the working behavior of the employee who enjoyed the working in the organization for longer period. As already stated in the literature review, private sector enterprises are proving benchmarks for all types of organizations particularly in banking industry. Research has proved that job satisfaction and organizational commitment among employees are the bedrocks of the success for most of the organizations and regarding the said constructs there is wide disparity between public and private sector organizations. In terms of accolades, PNB has been adjudged as the 'Most Profitable Bank' amongst public sector banks by Financial Express and earnest and young survey on India's best bank.

Various Scheme are available for the customer and employee services like Personal Banking, Agriculture/ Rural Banking, NRI service, International Banking, Group Companies, Corporate Banking, ATM's, etc. The State Bank of India offers a bouquet of the best financial and insurance solutions in addition to its vast array of banking products. State bank of India's dedicated and skilled team of professionals enables to meet the business and personal needs of customers by providing comprehensive international banking products, services and financial solutions, tailor-made to meet the overseas banking requirements and also provides Wholesale Banking, Merchant Banking, Commercial Loans, Project Export Finance, Retail Banking, Correspondent banking, Global Trade service, Treasury Management, etc.

**Table: 1. Demographic Profile of the Respondents**

| Details of the Respondent  |                  | State Bank of India |        | Punjab National Bank |        | Total % |
|----------------------------|------------------|---------------------|--------|----------------------|--------|---------|
|                            |                  | Male                | Female | Male                 | Female |         |
| Designation                | Chief Manager    | 15                  | 3      | 16                   | 2      | 10.58   |
|                            | Dy. Manager      | 30                  | 15     | 33                   | 12     | 26.47   |
|                            | Sr. Manager      | 51                  | 20     | 53                   | 18     | 41.76   |
|                            | Asst. Manager    | 20                  | 7      | 23                   | 4      | 15.88   |
|                            | Officer          | 5                   | 4      | 6                    | 3      | 5.29    |
| Income                     | 1 Lakh - 5 Lakh  | 27                  | 18     | 30                   | 15     | 26.47   |
|                            | 5 Lakh - 10 Lakh | 85                  | 40     | 97                   | 28     | 73.52   |
| Level of Management        | Senior           | 37                  | 19     | 42                   | 12     | 31.76   |
|                            | Middle           | 58                  | 31     | 65                   | 24     | 52.35   |
|                            | Junior           | 16                  | 11     | 20                   | 7      | 15.88   |
| No. of Promotion till date | 1 - 3            | 87                  | 56     | 96                   | 47     | 84.11   |
|                            | 4 - 6            | 11                  | 7      | 13                   | 5      | 10.58   |
|                            | 6 and above      | 6                   | 3      | 7                    | 2      | 5.29    |
| Total Experience           | 1 - 10 years     | 41                  | 22     | 49                   | 14     | 37.05   |
|                            | 11 - 20 years    | 18                  | 8      | 24                   | 3      | 15.29   |
|                            | 21 - 30 years    | 21                  | 6      | 23                   | 4      | 15.88   |
|                            | 31 - 40 years    | 34                  | 20     | 38                   | 16     | 31.76   |

The objective of the research study is to examine the status of organizational commitment of executive employees working in select public sector bank within the state of Jammu and Kashmir. It is concluded that the sample was having adequate representation from executives from different income group across various branches in select banks.

## DATA ANALYSIS

The Cronbach's alpha coefficient of 77% showed that 19 Items on Organizational Commitment has relevant internal consistency and Cronbach's alpha coefficient of 85% showed that 29 Items on Job Satisfaction has also relevant internal consistency which finally showed that the questionnaire data formulated is relevant.

**Table: 2. Regression Analysis**

| Hypothesis | R <sup>2</sup> | Adjusted R <sup>2</sup> | ANOVA   | Coefficients  |            |       | Hypothesis      |
|------------|----------------|-------------------------|---------|---------------|------------|-------|-----------------|
|            |                |                         | F-Ratio | $\beta$ Value | Std. Error | Sig.  | H1:<br>Accepted |
| JS and OC  | 0.588          | 0.586                   | 481.812 | 0.580         | 0.026      | 0.000 |                 |

Further, result was obtained for Organizational Commitment and Job Satisfaction. The P value obtained is 0.000 which is Statistically Significant. It means that Job satisfaction plays is an important factor for getting high organizational commitment in the organization. Therefore, the Job satisfaction is important factor for Organizational Commitment. It means the Hypothesis 1 which was tested showed the positive correlation between Job satisfaction and Organizational commitment in select public sector banks. Job Satisfaction is showing significance relationship with Organizational Commitment. The relationship of job satisfaction with organizational commitment is found to be very strong and positive. This confirms the earlier research studies of (Shore et al., 1995). Thus it is proved that there exists a positive correlation between Job Satisfaction and organizational commitment.

### INTERPRETATION

More effort should be taken by encouraging the executive employees to work for longer period in the organization. The newly recruited young male and female Officers should be encouraged to work effectively for getting the high level of Job satisfaction and Organizational Commitment towards the organization.

### CONCLUSIONS

Opportunities should be given to pursue higher education for achieving higher job satisfaction and to increase the level of commitment. The regular promotion at specific intervals should be given to the executives for higher satisfaction. More opportunities should be given to executive females to increase the level of job satisfaction and the commitment in the organization. The equal opportunities should be given for both male and female executives working in the organization of public sector banks.

### REFERENCES

- [1]. Blau, G.J., & Boal, K.P. (1987). Conceptualizing how job involvement and Organizational commitments affect turnover and absenteeism. *Academy of Management Review*, 12, 288–300.
- [2]. Guna, S., & Rethinam, M.I. (2008). Constructs of quality of work life: A perspective of information and technology professionals. *European Journal of Social Science*, 7 (1).
- [3]. Iqbal, A. (2010). An empirical assessment of demographic factors, organizational ranks and organizational commitment. *International Journal of Business and Management*, 5, 16-27.
- [4]. Locke, E. A. (1983). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of Industrial and Organizational Psychology*, 1297-1349. New York: John Wiley.
- [5]. Porter, L.W., Steers, R.M., Mowday, R.T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59, 603-609.
- [6]. Sarri, L.M., & Judge, T.A. (2004). Employee attitude and job satisfaction. *Human Resource Management*, 43 (4), 395-407.
- [7]. Shore, McFarlane, L., Barksdale, K., & Shore, T.H. (1995). Managerial perceptions of employee commitment to the organization. *Academy of Management Journal*, 38, 1593-1602.
- [8]. Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative Science Quarterly*, 22, 1, 46-56.
- [9]. Togia, A., Koustelios, A., & Tsigilis, N. (2004). Job satisfaction among Greek academic librarians. *Library & Information Science Research*, 26, 373-83.