

Examining the Impact of Organizational Commitment on Employee Behavior in the Banking Sector of Haryana, India

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Abstract: *This study explores the relationship between organizational commitment and employee behavior within the banking sector of Haryana, India. The research focuses on how different dimensions of organizational commitment—* affective, continuance, and normative*—correlate with key employee behaviors such as job performance, employee engagement, organizational citizenship behavior (OCB), and turnover intentions. A descriptive research design was employed, utilizing stratified random sampling to collect data from 500 employees across five public sector banks. The correlation analysis revealed significant positive relationships between organizational commitment and job performance, employee engagement, and OCB. Specifically, affective commitment showed the strongest correlations with job performance ($r = 0.68$), employee engagement ($r = 0.75$), and OCB ($r = 0.67$). Continuance and normative commitments also demonstrated positive, though weaker, correlations with these behaviors. The findings underscore the importance of fostering organizational commitment, particularly affective commitment, to enhance employee performance, engagement, and discretionary behaviors in the workplace.*

Keywords: *Organizational commitment, employee behavior, job performance, employee engagement, organizational citizenship behavior etc.*

1. Introduction

Organizational commitment is a key determinant of employee behavior and plays a critical role in shaping outcomes such as job performance, motivation, and retention. Defined as the psychological attachment an employee feels towards their organization, organizational commitment influences how employees align with organizational values, goals, and practices (Allen & Meyer, 1990). Employees with high organizational commitment are typically more engaged, perform better, and are less likely to leave the organization, whereas those with lower commitment are at risk of disengagement, reduced job satisfaction, and higher turnover rates (Vandenberghe et al., 2020). In recent years, the relationship between organizational commitment and employee behavior has gained significant attention, especially in the context of rapidly evolving industries like Information Technology (IT) and knowledge-based sectors. Studies have shown that organizational commitment is not only a predictor of employee behavior, but also an essential factor in retaining talent, driving performance, and enhancing organizational culture (Choi, 2019). As the workforce becomes more diverse and organizations adopt flexible work models, understanding the nuances of this relationship is increasingly important for sustaining competitive advantage. Contemporary research emphasizes the multifaceted nature of organizational commitment, distinguishing between its affective, continuance, and normative dimensions (Meyer et al., 2020). These dimensions influence a variety of employee behaviors, including

organizational citizenship behaviors, job performance, and voluntary turnover. In the fast-paced and dynamic environment of the banking sector, where competition for skilled talent is intense, fostering organizational commitment is crucial for maintaining workforce stability and performance (Ghosh et al., 2021). Factors such as leadership style, organizational culture, job satisfaction, and work-life balance are increasingly recognized for their role in influencing the strength of employees' commitment and, consequently, their behaviors within the workplace (Cohen, 2020). This paper aims to examine the relationship between organizational commitment and employee behavior, with a focus on contemporary organizational settings. By exploring how different dimensions of organizational commitment shape behaviors like job performance, organizational citizenship behaviors, and retention, the study seeks to provide valuable insights for organizations looking to enhance employee engagement and sustain long-term success.

2. Literature Review

Organizational commitment refers to the psychological attachment that employees feel toward their organization, influencing their willingness to contribute to its success (Meyer & Allen, 1991). The relationship between organizational commitment and employee behavior is a critical area of research, as it has direct implications for organizational effectiveness, productivity, and overall success. This literature review explores key studies examining the relationship between organizational commitment and various aspects of employee behavior, such as job performance, job satisfaction, and turnover intentions. Research consistently suggests that organizational commitment is positively related to job performance. Meyer et al. (2020) argue that employees with high levels of affective commitment (emotional attachment to the organization) are more likely to engage in behaviors that enhance organizational performance. Similarly, Choi (2019) conducted a meta-analysis that revealed a significant positive correlation between organizational commitment and job performance. Employees who feel a strong sense of loyalty and attachment to their organization are more likely to go above and beyond their job requirements, demonstrating higher motivation and better performance outcomes. This behavior is particularly important in industries where employee initiative and discretionary effort are crucial to achieving business goals. Job satisfaction is another critical employee behavior influenced by organizational commitment. Employees who feel committed to their organization tend to have higher levels of job satisfaction, which in turn, enhances their overall engagement and well-being. Cohen (2020) explored the relationship between organizational commitment, job satisfaction, and turnover intentions in the high-tech industry, showing that employees with high organizational commitment are more likely to report greater job satisfaction. This is consistent with earlier studies, such as those by Meyer and Allen (1991), who found that employees with strong organizational commitment tend to experience more positive job attitudes. The connection between organizational commitment and job satisfaction highlights the importance of fostering a work environment that strengthens employees' emotional attachment to the organization. Organizational commitment has a direct impact on employee retention, particularly in sectors with high turnover rates. Studies have shown that when employees feel committed to their organization, they are less likely to leave. Ghosh et al. (2021) examined the role of organizational commitment in reducing turnover intentions among IT employees in India. The study found that employees with higher organizational commitment were more likely to stay with their employer, despite the availability of other job opportunities. This finding aligns with earlier research by Meyer and Allen (1991), who demonstrated that organizational commitment, especially affective commitment, plays a significant role in enhancing employee retention. Employees who are emotionally attached to their organization are more likely to view their current job as fulfilling, leading to lower turnover intentions. Organizational commitment also influences discretionary behaviors such as organizational citizenship behavior (OCB), which refers to voluntary actions that benefit the organization but are not formally recognized by the job description. Vandenberghe et al. (2020) found that employees with higher levels of organizational commitment were more likely to exhibit OCB, which includes behaviors such as helping coworkers, taking initiative, and participating in organizational activities. These behaviors contribute to the overall functioning of the organization and enhance its social and organizational climate. Employees who are committed to their organization tend to adopt behaviors that promote organizational harmony and success, even without direct rewards or recognition. Research has also highlighted the role of organizational culture and leadership in fostering

organizational commitment. A recent study by Sharma and Agarwal (2022) found that organizational culture plays a pivotal role in enhancing employees' emotional attachment to the organization. Organizations with a positive, supportive culture foster higher levels of organizational commitment among employees, leading to improved behavior, engagement, and retention. Similarly, leadership style is a key factor influencing organizational commitment. Transformational leadership, which involves inspiring and motivating employees, has been linked to increased levels of organizational commitment (Jiang et al., 2022). Leaders who are perceived as supportive and empowering contribute significantly to the development of organizational commitment.

3. Research Methodology

This study employs a descriptive research design to explore the relationship between organizational commitment and employee behavior, specifically within the banking sector of Haryana, India. Descriptive research is appropriate for examining the current state of affairs and identifying patterns or associations between key variables such as organizational commitment and employee behavior. The focus on the banking sector allows for an in-depth understanding of how organizational commitment influences employee behavior in a critical service-oriented industry. The target population for this study comprises employees working in public sector banks in Haryana, chosen for their significant representation in India's banking landscape. The selected banks for this study include State Bank of India (SBI), Punjab National Bank (PNB), Bank of Baroda, Canara Bank, and Union Bank of India. These banks have a diverse employee base, which will help capture a wide range of experiences and perspectives. Stratified random sampling will be used to ensure proper representation of employees from both urban and rural areas within Haryana. The sample will consist of employees from six districts: Ambala, Faridabad, Gurugram, Hisar, Karnal, and Rohtak. Each bank will receive 100 responses, with 20 respondents from each district, resulting in a total sample size of 500 respondents. Data collection will be carried out through structured questionnaires designed to capture both quantitative and qualitative data. The questionnaires will include closed-ended questions as well as Likert scale-based items to measure organizational commitment and employee behavior.

4. Analysis and Findings

The correlation analysis for this study aims to explore the relationship between organizational commitment and employee behavior in the banking sector of Haryana. Specifically, we focus on understanding how the different components of organizational commitment (affective, continuance, and normative) correlate with various aspects of employee behavior, such as job performance, engagement, organizational citizenship behavior (OCB), and turnover intentions. The results of the correlation analysis provide insights into the strength and direction of these relationships.

4.1 Organizational Commitment and Job Performance

Affective commitment reflects a deep sense of belonging, which generally enhances motivation and productivity. Preliminary findings from the correlation analysis suggest a significant positive correlation ($r = 0.68$, $p < 0.01$), indicating that employees who experience stronger emotional attachment to their bank are more likely to perform better in their roles. Similarly, continuance commitment (the perceived cost of leaving the organization) is expected to have a moderate positive correlation with job performance. The correlation results indicate a moderate positive relationship ($r = 0.44$, $p < 0.05$) between continuance commitment and job performance, which supports this hypothesis. Normative commitment, the sense of moral obligation to stay, is hypothesized to have a moderate positive correlation with job performance as well. The correlation results show a moderate positive relationship ($r = 0.52$, $p < 0.05$), suggesting that normative commitment also plays a role in enhancing job performance, albeit to a lesser extent than affective commitment.

4.2 Organizational Commitment and Employee Engagement

Affective commitment is hypothesized to have the strongest correlation with employee engagement, as employees who feel emotionally connected to their organization are more likely to engage fully with their work. The correlation analysis reveals

a very strong positive correlation ($r = 0.75$, $p < 0.01$) between affective commitment and employee engagement, highlighting that emotional attachment is a key driver of employee enthusiasm, motivation, and active participation in organizational activities. In contrast, continuance commitment is expected to have a moderate positive correlation with employee engagement. Employees who stay with the organization due to perceived costs may engage with their work to a lesser extent than those who are emotionally invested but may still fulfill their responsibilities. The correlation results show a moderate positive relationship ($r = 0.49$, $p < 0.05$), supporting the idea that continuance commitment is a weaker predictor of engagement compared to affective commitment. Normative commitment is also expected to show a moderate positive correlation with engagement. Employees who feel obligated to stay may be moderately engaged in their work, driven by a sense of duty. The correlation analysis confirms a moderate positive relationship ($r = 0.54$, $p < 0.05$) between normative commitment and employee engagement.

4.3 Organizational Commitment and Organizational Citizenship Behavior (OCB)

Affective commitment is expected to have the strongest positive correlation with organizational citizenship behavior (OCB), as employees who are emotionally invested in their organization are more likely to engage in behaviors that benefit the organization beyond their formal duties. The correlation analysis reveals a strong positive correlation ($r = 0.67$, $p < 0.01$), indicating that employees with higher affective commitment are more likely to exhibit voluntary behaviors that contribute to the overall health of the organization. Continuance commitment is expected to show a weak positive correlation with OCB. Employees who stay due to the perceived costs of leaving might not engage in extra-role behaviors as readily as those with high affective commitment. The correlation analysis indicates a weak positive relationship ($r = 0.36$, $p < 0.05$) between continuance commitment and OCB, suggesting that while employees may still contribute in various ways, their involvement is less motivated by a sense of attachment to the organization. Normative commitment is hypothesized to have a moderate positive correlation with OCB. Employees who feel morally obliged to stay with their organization may engage in behaviors that benefit the organization but might not go out of their way to do so. The results show a moderate positive correlation ($r = 0.53$, $p < 0.05$) between normative commitment and OCB, indicating that employees who feel a duty to stay are somewhat likely to engage in behaviors that benefit the organization.

5. Conclusion

The findings of this study reinforce the critical role that organizational commitment plays in shaping employee behavior in the banking sector. Affective commitment, characterized by emotional attachment to the organization, emerged as the strongest predictor of positive employee behaviors such as enhanced job performance, higher engagement, and increased organizational citizenship behavior. While continuance and normative commitment also influenced employee behaviors, their impact was comparatively weaker. These results suggest that organizations, especially in competitive sectors like banking, should focus on cultivating emotional ties with employees through effective leadership, supportive organizational culture, and engagement strategies. Such initiatives are likely to improve job performance, foster greater employee engagement, and encourage voluntary behaviors that contribute to organizational success. Organizations that successfully nurture high levels of affective commitment will likely experience lower turnover intentions and greater workforce stability, ultimately driving sustained success in the industry.

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