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**ORGANISATIONAL COMMITMENT OF FRONTLINE
SALES MANAGERS IN PUBLIC AND PRIVATE BANKS
IN INDIA: A COMPARATIVE STUDY**

Summary of the doctoral dissertation

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ABSTRACT

The present Indian banking sector is characterized by highly competitive environment on account of factors such as high work pressure, poor work life balance and lower job satisfaction. This has led to lower motivation and commitment among employees towards the organisation, hence causing higher turnover rates which is affecting profitability and productivity of sector adversely. As a result, banks in India have started to lay increasing emphasis on the concept of organisational commitment in order to achieve professional and organisational goals majorly by aligning the mission and vision of organisation with that of individual employees. This study focuses on understanding the concept of organisation commitment among sales employees and managers in public and private banks of India. In order to achieve this both survey and interview approaches were used. The survey included 200 front line sales employees from whom quantitative data was collected based on a close ended questionnaire. On the other hand for the purpose of interview 8 sales managers were considered from whom qualitative data was collected based on a set of open ended questions. Correlation and regression tests were applied in order to analyze the quantitative data, while the qualitative data was analyzed using thematic analysis. The correlation and regression analysis pointed out the importance of organisation commitment, its antecedents, along with also addressing the impact of affective, normative and continuance commitment on managers. Further the strategies for increasing organisational commitment were highlighted while analyzing the impact of work stress on organisational commitment. The interview data on other hand helped to understand the term organisational commitment, its importance, types of organisational commitment, factors that affect organisational commitment. Consequently, the strategies or practices to increase organisational commitment were recommended.

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INTRODUCTION

Background of the study

1.1.1 An introduction to organisational commitment

An employee's commitment towards his/her organisation is one of the most critical factors determining their workplace productivity. Organisational commitment plays an instrumental role in the performance of a firm. In the absence of commitment, influence experienced is minimal while the barriers become complex to manage. It also results in loss of innovation, impact, and opportunities.

This concept of organisational commitment as a predictor of employee retention has gained widespread attention in recent years and has brought it under the lens of business managers around the globe. It has become imperative for managers to understand the factors that are affecting the employee commitment and then make use of that knowledge in order to leverage employee retention and increase their productivity levels (Dabir and Azarpira, 2017). The term 'organisational commitment' can be defined as the degree of pledging of an employee to a set of behavior and that motivates one to act (Kiesler, 1971). Hence when an individual's identification with an organisation increases, it is likely that they will become more concerned with the broader interests of the organisation and will care about its reputation, survival and continued success that enables the organisation to generate activity and resource exchange. Further organisational commitment also fosters an energized workforce with high performance level that enables them to deliver product and service that provides organisation with a sustainable competitive advantage.

It has been identified that there are three types of organisational commitment which includes affective, continuance and normative commitment (Meyer, Allen and Meyer, 1997). Further another additional type of commitment is alienative commitment, which refers to the commitment that occurs when an individual feels that they have little or no control and would like to leave the job. Such employees usually have low level of commitment (Drucker, 2005). It is commonly acknowledged that employee commitment can be based on attitudinal and behavioral perspectives. Attitudinal perspective is related with identification of events that will led to development of

commitment. On the other hand, behavioral perspective concentrates on the identification of condition where behavior once exhibited tends to be repeated.

The concept of organisational commitment is multifaceted and consists of different elements, antecedents and consequences such as job, career, team and supervisory commitment. Typically, an employee's attachment with their organisation is based on certain factors like their attitude, organisational identification, involvement within the organisation and loyalty is crucial to understand the concept of organisational commitment (Jabri & Ghazzawi, 2019). Porter in year 1974 developed the theory according to which an employee attitude as perspective which includes either a psychological or affective relationship between employee and organisation. This process is based on employee identification with and involvement in organisation. This conceptualization is what came to be known as exchange theory of employee commitment (Wikhamn and Hall, 2012). As per this theory, an individual tends to compare their personal goals and values with that of organisation and if alignment exist there are chances of them having greater loyalty and attachment towards the organisation. Side-bet commitment which is another dimension states that commitment can be both normative as well as calculative considering each employee individually (Yigit, 2016). Such commitment tends to be affected by psychological factors which are outside of economic compensation. Thus, as per this discussion an employee is likely to remain committed to organisation until there arises certain situational pressure which made an employee conduct a cost-benefit analysis of leaving the organisation. However, this aspect of employee commitment will be unique to each individual, and thus cannot be appropriately accounted when determining long-term employee commitment. Further, regardless of whatever a company does, some employees will always display a higher organisational commitment than others.

There are various characteristics, attitudes and relationship that may play a key role in environment within the organisation, which affects their level of organisational commitment (Liu and Deng, 2011). First among these is personal characteristics that are crucial with respect to the development of individual level of commitment. Some of the major personal characteristics include age, gender, education, perceived competence, and protestant work ethics. Here, older workers are likely to be more committed towards the organisation (Vasconcelos and Gestão, 2018). When it comes to gender, it has been found that men tend to be less committed (Robbins *et al.*, 2013). Employees who are highly educated will be less likely to be committed to organisation since they might have

greater expectations (Warner, 2010). On the other hand employees who perceive themselves as highly competent will be likely to display a greater organisational commitment (Halim *et al.*, 2019). Other factors that affect organisational commitment includes job attitude, job satisfaction, relationship with co-workers and supervisors (cohesiveness, leadership, initiating structure and consideration), and organisational citizenship behavior. Another prerequisite for organisational commitment is job characteristics which tends to include factors such as job level, position tenure, job skill, autonomy, challenges, role stress, ambiguity, conflict and overload (Wikhamn and Hall, 2012).

- **Importance of organisational commitment in banking industry**

As discussed above, organisational commitment a complex and multifaceted construct that is capable of taking different forms. It is typically seen as a person's adherence to their work ethic, commitment towards their profession, job involvement. It has a profound effect on the organisation and enables them to handle issues related to turnover that might increase during times of economic instability. This section presents a discussion of the importance of organisational commitment, particularly in the banking industry. Organisational commitment is critical in the banking industry for a number of reasons (Hogan and Lambert, 2009). An employee's motivation to work towards the organisational goals is the byproduct of their commitment towards the job, how well an employee engages in their work (job involvement), believes in organisational goals and purpose, desires to work and hence will have an impact on the organisation.

In present times where all organisations are expected to do more with less resources it becomes crucial to retain highly productive employees (Nehmeh, 2009). They are instrument in creating a competitive edge for the firm, decrease turnover rate and improve organisational productivity and profitability (Drucker, 2005). The studies conducted earlier showed that for organisation to increase their employee's commitment some possible ways are. Communication plays an important role in the pursuit of enhancing organisational commitment. When an employee feels that they are being listened to and are valued, they feel encouraged to provide feedback, increasing their engagement level and thus positively affect their commitment. Thus, by keeping the communication channel open both the employer and employee can benefit along with the development of mutual trust and respect. Thus it can be said that development of organisational

commitment among employees is dependent on employees itself (Dabir and Azarpira, 2017). Organisational commitment is further important for the reasons.

- Reduced absenteeism: an employee who is committed will significantly report less absenteeism in comparison of his/her peers. These employees normally look forward to going for work, effective and timely completion of projects handled to them, helping in other projects and giving valuable ideas and thus contributing towards overall development of organisation (B. Jabri and Ghazzawi, 2019).
- Display of better teamwork: since these employees are highly dedicated in organisation and its success, they will display greater collaboration skills and teamwork involvement, thus contributing significantly in boosting team productivity (Liu and Deng, 2011).
- Strong advocates: employees who are dedicated and committed in organisation are normally the effective and positive advocates of their employers. They tend to be strong believers and supporters of the organisation's products, services and policies (Deolalkar, 2010).

1.1.2 An introduction to India's banking industry

The Indian banking industry over the years have evolved into a stronger and industry which is capable of withstanding the pressure of competition like it has withstood the global financial crisis of 2008. Considering the present era of globalization, Indian banking sector has been evolving continuously since 1990s majorly due to major technological innovation introduced, financial liberalization that have increased with the entry of private and foreign banks into the system along with the significant regulatory changes that have been made in corporate sector. Further the Indian banking industry has been gradually accepting the best of accounting practices and adopting international prudential norms with higher disclosure and transparency as the aim (Deolalkar, 2010). These practices have enabled the system to create a better risk management and corporate governance framework.

The Indian banking system encompasses different classes of banks like public sector banks, foreign banks, private sector banks consisting of both old and new generation, regional rural banks

and co-operative banks and all being regulated and headed by leader of system which is the Reserve Bank of India, which is also the apex banking institution of the country. The system is divided into two major categories; scheduled banks and unscheduled banks. Commercial banks comprising of public sector banks, regional rural banks and private sector banks comes under the category of scheduled banks (Kumar, 2003). Public sector banks further include the State Bank group and other nationalized banks, while the private sector category comprises of Indian and foreign banks. Unscheduled banks, on the other hand, include co-operative banks: central and finally primary credit societies.

Over the years, the Indian government has tried to adopt various initiatives in order to bring reforms in the banking industry, starting with the liberalization of the system in 1991 (Subbarao, 2013). The major aim behind the establishment of the committee responsible for implementing these reforms was to bring about more operational flexibility, functional autonomy, enhance efficiency, productivity and profitability of banks. Some of the major recommendations that were presented under the report included establishment of four tier hierarchy system, equal treatment of private sector banks, ban on setting new private banks should be lifted, bringing down the statutory liquidity ratio and cash reserve ratio, banks should follow bank for international settlement norms for increasing the capital adequacy, interest deregulation in order to match market conditions (Verma, 2014).

In order to bring next generation of reforms, another banking committee dealing with banking sector reform under the chairmanship of M. Narasimham was set up in 1998. The report majorly focused on the role of Reserve Bank of India and expanded its scope from a monetary authority to regulatory authority. Major recommendation that was provided in the report included merger of string public sector banks, adopting creative measures such as recapitalization for weak banks, introduction of short term solutions for weak banks and while expressing its concerns over the non-performing assets it provided the idea of setting up asset reconstruction in order to tackle the non-performing assets. Some of the recent trends that have been adopted in the banking sector include the introduction of electronic payment service (Wasunde, 2017). This step has been instrumental in replacement of traditional paper cheques with e-cheques. They have also adopted real time gross settlement system which enables seamless instant transfer of funds from one bank to another. They also implemented the electronic clearing service, the system is used in case of

bulk payment and receipts which are of similar nature. Other trends initiated during this period is incorporation of the point on sale terminal which eased the consumer buying process, tele-banking which enables the customer to have entire non-cash related banking through telephone, net banking and mobile banking that are significantly used now a days in order to assist customers (Talwar, 2001).

1.1.3 Performance of India's banking industry

The banking industry of India has made significant contributions in the development of the economy and has helped in achievement of sustainable growth. In fact, banks tend to play an important role when it comes to overall working and functioning of economy. These banks help industry in terms of effective capital formation, increased investment and lending, thus contributing towards development of nation (Pandey, 2010; Muniswamy, 2018). The banking industry has become the reality in Indian economy as it has been witnessing growth in terms of the number of institutions and amount of money managed through banking activities. The industry is increasingly catering to a wide range of financial needs of individuals and trade and industry in the country. Thus, banks have fastened the process of capital formation in country through the process of effective and lending, thus encouraging community saving in organized sector.

Many researchers in the past have elucidated the role of the liberalization process in the Indian banking industry's performance today. In fact, when talking about the evolution of the industry, its role cannot be excluded. Major changes were brought about during the liberalization, which led to the conception of private sector banks. It completely transformed the banking scenario of India. Post liberalization, the revenue of the banking sector grew four-fold, from US\$ 11.8 billion to US\$ 46.9 billion whereas the profit post the tax rose nine-fold, from US\$ 1.4 billion to US\$ 12 billion during the time period 2001-10 (IBEF, 2013). This growth was the result of two main factors: increased foreign direct investment (FDI), and conservative policies adopted by the Reserve Bank of India that protected the Indian banks from recession and global economic turmoil (Frost, 2015).

Researchers have also applauded the industry's high resilience to recession and economic instability (Tellis, Marble and Tanner, 2009; Vidyakala, Madhuvanthi and Poornima, 2009). This

resilience that was witnessed was result of two factors: the highly regulated Indian banking sector that restricted its exposure to high-risk assets and excessive leveraging, and overall growth rate of the Indian economy which was higher as compared to other developing economies worldwide. However, the crisis during this period, credit supply to businesses shrank 1.7 percent thus resulting in Indian companies to borrow from Indian banks at higher rates in times of inflation and in period of depreciation in value of money. Also, the period witnessed an increase in nonperforming assets from 2.9 percent to 3.5 percent in 2012 which negatively affected the banking industry. Amidst these challenges, the government brought in certain positive initiatives like the RBI mandating banks to maintain 70 percent of provision coverage ratio on bad loans, thus reducing the effect of non-performing assets. Fortunately, the Indian GDP growth rate closely correlates to the performance of its banking industry. Further it has been expected that India's GDP growth of country is likely to catapult the banking industry's position to third largest in the world by the year 2025.

1.1.4 Organisational commitment among sales personnel

Sales teams have been consistently recognized as a leading factor enabling profit-making in a company (Johnston and Marshall, 2016; Hair *et al.*, 2020). These profits are driven to a great extent by the commitment level exhibited by the sales personnel. When the commitment level of sales personnel is compromised, it becomes difficult for organisation to function properly. Non-committed employees will not undertake efforts in building a relationship with the company's customers which will eventually negatively affect the profitability of the organisation (Liljander, 2000). It also affects employees' job satisfaction and reduces their intention to leave the organisation. Today, every industry is witnessing fierce competition and where each organisation is striving to distinguish itself from other organisation. In midst of such situations having a sales workforce which is highly committed towards the organisation a boon (Fatima, 2018). Further with respect to present economic environment having well trained salespeople who have appropriate knowledge about their customers and industries act as a valuable resource for business. Hence it can be stated that organisational commitment on part of sales force will be imperative in

delivering the appropriate service quality. Thus, building of organisational commitment among the sales personal have become a paramount goal that every organisation is trying to address.

The issue of organisational commitment has also received much importance now a days because of significantly increased propensity to leave the organisation among the sales personnel. Many studies in the past have reviewed the consequences of organisational commitment among the sales personal, some of which are as follows.

- Satisfaction: According to previous studies (Kumar and Kumar, 2016; Cúlibrk *et al.*, 2018; Mohapatra, Satpathy and Patnaik, 2019), organisational commitment tends to have a positive impact on job satisfaction. Employee satisfaction with respect to opportunities of promotion, their satisfaction level with co-workers and with supervisors are all positively and strongly related with commitment.
- Performance: Another consequence of organisational commitment is the effect on salespeople's productivity and performance (Jain, 2014). This is because committed employees are motivated to strive harder for achieving organisational goals (Zefeiti and Mohamad, 2017; Suharto, Suyanto and Hendri, 2019). These findings are often, however, disputed in literature as researchers have also claimed that organisational commitment has no influence on job performance (Adrianto & Riyant, 2020; Gvpn et al, 2018; Kaplan & Kaplan, 2018). This relationship will be explored further in the next chapter.
- Turnover intention and behavior: Studies show that organisational commitment is one of the important predictors when it comes to an individual's propensity to leave (Hussain and Asif, 2012; Humayra and Mahendra, 2018; Rajeshwari and Paramanandam, 2018). However these findings too, like job performance, have been disputed by other researchers (Tnay *et al.*, 2013).
- Organisational citizenship behavior: Another consequence of organisational commitment is increased organisational citizenship behavior (Subejo *et al.*, 2013; Djouhara, 2015; Khan, Abdul and Vytiakingam, 2016). According to these authors, several factors have a hand in influencing organisational commitment, which in turn affects employees' citizenship behavior.
- Internal service quality: It has been found that organisational commitment tends to positively effect internal service quality. Employees committed towards the organisation

will tend to give hundred percent effort in order to improve the service quality (Agarwal and Ramaswami, 1993).

Some factors such as role ambiguity and role conflict are negatively related with organisational commitment. Further, organisational commitment plays the antecedent when it comes to sales organisation effectiveness. Some of the other consequences of a salesperson's commitment includes positive customer orientation and adaptive selling behavior.

1.2 Problem statement

When it comes to sales executives, the discourse on theories such as organisational commitment and its antecedents and consequences is simplistic yet varied. Some authors identify and classify the factors affecting organisational commitment as role related factors, task related factors, supervisory behavior factors and organisational structure factors (Mathieu et al, 2015; Rabbani, Akram, Habib, & Sohail, 2017; Ramaswami, Agarwal, & Bhargava, 1993), while others explore individual factors affecting different types of commitment, namely affective and normative (Agarwal and Ramaswami, 1993; Georgakas *et al.*, 2012). Some advocate a positive relationship between salespeople's organisational commitment and job performance (Bateman and Strasser, 1984; Mulki *et al.*, 2008; Zohar and Hofmann, 2012), whereas some argue the opposite due to cultural influence (Jaramillo, Mulki and Marshall, 2005; Rutherford, Yujie Wei and Hur, 2012). Since organisational commitment is becoming increasingly complex with the growing amount of attention garnered in research as well as industry, it has been regarded as a key discipline in the field of human resources management for improving the overall health of a firm. The numerous benefits of salespersons' commitment to an organisation include greater variety, autonomy, identity and better feedback system, positive employee perception, greater organisational dependability, setting of meaningful and motivational goals and more involvement in the decision making process (Johnston and Peters, 2011). However, studies encompassing salespeople and the Indian banking industry as their focal point when assessing the presence and role of organisational commitment is lacking, regardless of it being the critical in today's uncertain market conditions.

It has been noticed that sometimes people tend to stay in an organisation for their whole life. What are the factors that binds them with organisation? What are the common factors among these employees who feel that they would not like to change the organisation? When considering the term organisational commitment these factors are deemed to be raised, because when a person starts working in any organisation, they automatically become a component of its structure through an invisible bond that ties them together. This bond is known as organisational commitment. It is a cardinal factor determining the success of an organisation today.

While conducting the initial review for the purpose of this study, several gaps were found in literature. Existing discourse on the subjects of organisational commitment, salespeople's job performance, and performance of the Indian banking industry fail to shed light on several critical elements. **Firstly, how has organisational commitment evolved over the years within the contemporary banking workplace that is dominated by characteristics such as remote working, autonomous teams, multiculturalism, business intelligence and big data, complex regulatory compliances, changing business models and digital infrastructure?** Moreover, as identified in the above sections, there are three major types of commitment: effective, continuance and normative. Each of these has a distinct and profound impact on individual and organisational performance. A study assessing the characteristics of each of these types of commitment, is important, since it will help banks generate the best practices to enhance productivity and longevity.

Secondly, the nature, functions and culture within private sector banks are radically different from public sector banks in India. Due to this, their human resources-related practices too, such as recruitment, training, job performance management systems, appraisals and retention strategies too vary to a vast extent. In face of such polarities, **it is critical to ascertain as to how these factors, particularly work culture, affect employees' commitment towards the bank, and what measures these banks can adopt to improve it.** However, akin to organisational commitment, literature pertaining to the differences in human resources practices and their effects on organisational commitment in public and private sector banks in India are scant, limiting these banks' potential to fully reap the benefits of a positive work culture. Therefore, this study seeks to bridge these critical gaps in literature.

1.3 Aim and objectives

The present research aims to understand the concept of organisational commitment among sales managers in public and private banks in India. The objectives that will be addressed in study will include.

1. To determine the importance of organisational commitment in the contemporary workplace, particularly in Indian public and private sector banks.
2. To measure the levels of organisational commitment of sales people in Indian public and private sector banks and the factors affecting them.
3. To determine the cultural differences between public and private banks and its impact on organisational commitment of the frontline sales managers.
4. To investigate the work related stress faced by the frontline sales managers in public and private banks, and its consequences on commitment.
5. To study the affective commitment, continuance commitment, and normative commitment and their level of influence on frontline sales managers with respect to public and private banks.
6. To recommend best practices to enhance organisational commitment of sales people in Indian public and private sector banks.

1.4 Significance of the study

The role of organisational commitment in any organisation is undeniable, as it greatly affects their propensity to achieve their professional and organisational goals, will align the mission and vision of the organisation with his own, and to remain motivated at work. Organisational commitment reduces their absenteeism, increases their accountability towards the firm, and reduces their turnover intention. These factors cohesively result in reduced costs for the firm, cultivating a positive work atmosphere, empowerment of employees, and optimised operational output.

The Indian banking industry is characterised by its highly competitive environment which has resulted in a high turnover rate, particularly among salespeople. A quick review of existing studies show that high work pressure, poor work-life balance and low rates of job satisfaction are the

reasons for low levels of motivation and commitment of salespeople towards private sector banks, whereas public sector banks face other challenges. However, as identified earlier, there is a glaring lack of research on examination of these phenomena in context of Indian public and private sector banks.

Therefore, this study, by aiming to bridge these gaps, is significant for a number of reasons. Firstly, it adds to the existing body of knowledge on a plethora of elements, particularly organisational commitment, types of organisational commitment, the Indian banking industry, factors affecting commitment of salespeople, and the role of culture in organisational commitment in Indian banks. Since the discourse specific to Indian banks is limited, the findings of this study add a unique element for future researchers aiming to study organisational commitment in the banking context.

Secondly, the findings of this study are useful for the banking industry since they identify crucial elements that characterise their performance. The study identifies the best practices so that banks can apply them in order to enhance their rate of employee satisfaction and commitment and improve their overall productivity.

Thirdly, the performance of banks has been an issue of discussion in recent years owing to reduced profitability and increasing non-performing assets, causing the Indian government a great deal of worry. By aiding education and practice, the findings of this study contribute greatly towards governmental efforts to optimise performance and productivity of Indian banks and reduce non-performing assets.

1.5 The structure of the dissertation

The proposed study will be divided into chapters:

Chapter 1: Review of literature: This chapter undertake the review of literature related to the present topic of study and will try to define the problem under consideration in detail. It thus presents the detailed discussion of concepts of organisational commitment like its meaning, importance, types of organisational commitment, antecedents, factors that affect it, impact of organisational commitment on employee performance and strategies for improving employee's organisational commitment. Next section will discuss about the banking industry of India. The section will present its evolution, work stress in banking sector, causes of this work stress, impact of work stress on organisational commitment, cultural difference in public and private banks, role of sales manager in banks and finally a comparison of public and private banks based on certain parameters. Lastly the chapter empirically reviewed studies which were related to present study. And finally based on information gathered and review of literature conducted it presents the conceptual framework which will followed in the study.

Chapter 2: Research methodology: this chapter will present the research methodology that have been adopted in order to achieve research aims. Thus presents a detailed explanation of the primary and secondary methodologies undertaken to address the aim and objectives of the study. It consists a discussion of elements such as research type, data type, sampling plan, data collection and analysis method.

Chapter 3: Data analysis and interpretation: This chapter will present the findings and its interpretations. Graphs and tabular presentations will be mentioned along with addressing the research questions. Suitable testing methods (correlation-regression/ frequency analysis/ factor analysis) will be applied on the data, depending upon the questionnaire and the aim.

1.6 Summary

The present chapter tried to present the detailed description of the background of the study. This concept of organisational commitment as a predictor of employee retention have brought it under the focus of managers in general and human resource department in many organisations around the globe. For all the organisations whether they belong to any industry their success and failure is closely related to its employees efforts and motivation level and so does in banking industry. How well an employee engages in their work (job involvement), believes in organisational goals and purpose, desire to work and hence commit to specific career and profession will have impact on organisation. In present time where all organisations are expected to do more with less resources it becomes crucial to retain the employees who are highly productive. Thus organisational commitment has risen as a crucial concept. The present chapter further highlighted the problem statement that will be focused, significance of study, Scope of study and the aim and objective the present research intends to achieve. The next chapter in turn will focus on providing review of literature.

LITERATURE REVIEW

2.1 Organisational commitment

2.1.1 Meaning and definition

In the recent years the concept of organisational commitment has been focus of managers and of human resource departments in most organisations. It has emerged as one of the critical indicators of employee retention. It has shifted the focus of human resources departments towards understanding the factors that affect employee commitment and applying that knowledge to leverage employee retention and increase their productivity. Hence the term ‘organisational commitment’ can be defined as relative strength which increases individual identification and increases their involvement in particular organisation (B. Al Jabri and Ghazzawi, 2019).

With increased globalization the role of managers and human resource departments has become more complex, especially when it comes to motivating and retaining people. Advancements made in computer technology and telecommunication has brought about critical challenges for managers, particularly in recruitment and retention. Thus when an organisation is able recruit, train and then is also able to retain those skilled individuals then the overall stability of organisation increases both in terms of their productivity and financial viability. Typically the concept of organisational commitment comprises three dimensions: affective commitment, normative commitment and continuance commitment (Alias *et al.*, 2013). Here, the term ‘affective commitment’ can be understood as the attachment that an employee has towards the organisation and they remain committed to the organisation on the basis of emotional identification. Normative commitment on other hand can be defined as a feeling of obligation from an individual which is based on their perceived attachment towards the organisation’s goals. Finally, continuance commitment is where an employee feels committed to the organisation based on their personal financial goals. It can thus be said that organisational commitment is a spontaneous as well as an organic process that depends on an individual’s association with the organisation.

Employee commitment is crucial since it affects their engagement in the organisation and eventually contributes towards their longevity in the company. This is because committed employees feel that their organisation is supporting their psychological needs of feeling safe and supported. This also leads to a bigger sense of job satisfaction and affects their engagement positively. Further some studies find that how well an individual identifies with the organisation is a predictor of organisational commitment. Committed employees have a greater sense of purpose that could direct them towards achievement of organisational goals and objectives (Bashir and Long, 2015).

The exchange theory is one of the key developments that provide another perspective to the discussion and understanding of term organisational commitment. The employee psychological attachment with the organisation is generally based on factors such as an individual's attitude, organisational identification, involvement and loyalty. All these factors are imperative in the understanding of the term organisational commitment. According to this theory, an employee's perspective can affect his/her psychological or affective relationship with the organisation (Beukes and Botha, 2013). This eventually has an impact on employee identification with and involvement with the organisation. Further, the scope of employee commitment as per this theory is slightly different. It characterizes commitment as an employee's attachment with the organisation revealed by their intention to stay, identification of values and goals of organisation and finally employees' willingness to exert extra efforts for the organisation. Hence when the personal goals and values are aligned with those of the organisation, it increases the chances of loyalty and attachment of an individual with the organisation (Demir, 2011).

2.2 Banking industry of India

2.2.1 Evolution and present scenario

The word 'bank' finds its origin in the French word "Banque" and Italian word "Banca", both of which mean 'bench'. Bench in this context refers to the place where one can keep, lend and exchange money or coin in the marketplace through the involvement of moneylenders and money changers. Banking has existed in India since long before the inception of the formal system. For

example, several episodes of money lending have been mentioned in Hindu scriptures in the Vedic period. In Hindu mythology, banking has been shown as a full-fledged business activity, while in the Smriti period which followed the Vedic period, banking was carried out by the Vaish community and performed most of the functions which banks have been performing in modern times. Later, during Mughal rule, metallic money was used and it was indigenous bankers who carried out lending and financing trade and commerce process (Pattanayak, 2018).

It was only in 19th century that modern banking began in India. The first commercial bank that was set up in India was by the employees of East India Company. These banks came to be known as 'Agency Houses'. They focused on trading concerns and took steps towards combining banking activities with trading and speculation. Later, in year 1770 the first joint stock bank was setup which came to be known as Bank of Hindustan. Certain other banks that followed included Bank of Bengal which came into existence in year 1840, then Bank of Bombay in 1840 and Bank of Madras in year 1843. Since these banks involved the financial participation of government hence they were also called as presidency banks (Gaubha, 2012). Further it was in year 1921 that these banks were amalgamated and subsequently got converted into Imperial bank of India. Later in the year 1889 first purely Indian joint stock bank was established 'The Oudh commercial bank'. This was then followed by Punjab National Bank which was established in year 1894 and People Bank in year 1901. Considering the growth of Indian banking system it was found that it has been really slow in the first half of 20th century while it was only after independence that the banking sector of India was able to make certain progress and has today established itself as the one of the most developed banking system across the world (Gajdhane, 2012).

In independent India, with the banking regulation act that was passed in year 1949, India got the framework for regulating and supervising the commercial banking activities. This Act brought the RBI (Reserve Bank of India), the apex bank under the control of government. The Act gave RBI the powers of supervision and control of other banks. Along with providing it vested licensing power and the authority to conduct the inspections. Next in the year 1951 a report was submitted by committee of All India rural credit that mentioned about the nationalization of commercial banks (Zeneli and Bara, 2015). The report favored the need of setting up of strong integrated commercial banking institution that can help in stimulating the banking development. And this is when Imperial Bank of India was taken over by the government of India and was renamed as State

Bank of India (SBI) in the year 1995 with RBI having majority of shares. Further in year 1960 RBI was empowered with compulsory of merger of weak banks with that of strong banks and hence the total number of banks was then reduced from 566 in year 1951 to 85 in 1969. It was mainly in 1950's and 1960's that the Indian banking sector made the considerable progress (Tilak, 2013). During this time period it successfully established a close link between the commercial banks and credit houses which resulted in providing bank credit to others sectors as well such as agriculture and small scale industries. Since before this the banks neglected the primary sector and only focused on needs of organized sector like industries and trading sector. Although the primary sector formed more than 50% of GDP but still had to depend on other sources of financing. It was majorly due to this issue that the financial development was taken as key priority with the adoption of policy of social control over banks in year 1967 (Jain, 2000).

2.2.2 Work stress in the banking industry

The banking sector in any economy can be called as its hub and barometer of financial system. Being the pillar for an economy, this sector tends to play a major role in economic development of the country. The Indian banking industry over the last few years has witnessed sweeping changes like transformation, consolidation and outsourcing are some words that are prominently used now a days to show the major trends that have been affecting the banking industry. Also with the expanding business activities of private bank, re-entry of foreign banks, strict regulatory, disclosure requirements, increased requirements on minimum paid up capital and most importantly modernization of core banking system and increased automation and development of new IT products have significant impact on bank employees and their stress levels (Das and Srivastav, 2013).

Here the term 'stress' can be defined as real or the interpreted threat to an individual physiological or their physiological integrity that eventually results in behavioral responses. Thus it can be understood as the responses of body to challenging events which causes distress among the individuals. The terms were derived from the Latin word 'stringer' which means to draw tight. Further work stress can be defined as a condition that arises from the interaction of people and their jobs and has been characterized by changes with the people that makes them to deviate from

their normal functioning. However the extent of stress will be different among different individuals. Thus can be termed as a multi-dimensional concept which completely depends on how a person sees it i.e. as a problem or as the solution (Sharma and Khanna, 2019). Nonetheless stress has become a common phenomenon in daily lives, thus presenting employees and organisations with many challenges. This includes ability to work better when resources are limited, accepting mobility and along with this having ability to cope up with stress levels. Although some stress can motivate people while most others are bad and tend to undermine the individual mental and physical health. Thus if an organisation wants to make best use of people as the valuable resource of the organisation, it becomes important to give attention to relationship between staff and the nature of job (Yadav, 2017).

Considering the Indian banking industry, it has been going through various demanding situations in terms of narrow spreads, new banking products and services, mergers and acquisitions etc. which has made it significantly important to adopt new technology and adoption of risk management tools rather than a choice. At the present time where change is seen as invisible and only constant factor in this dynamic world, banking sector is not any exception. Thus they also require to understand what consumer wants in order to appropriately structure their products and services so as to match with consumer needs (Rao, Bhanumathi and Nagavali, 2007). All this topped by increased workload beyond an individual capacity and any type of ambiguity in defining duties and responsibilities ultimately lead to increased stress among employees. Such stress can have significant impact on a person's emotions, behavior, thinking ability and physical health (Washburn, 2012; Aafreen, Priya and Gayathri, 2018; Chan, Leung and Liang, 2018). Emotional impacts include agitation, frustration, loneliness, feeling worthless and feeling isolated or depression, while the physical symptoms may include headaches, insomnia, digestive disorder, high blood pressure etc. On the other hand there might also be cognitive symptoms which includes memory problem, inability to concentrate, poor judgment etc. and finally there could be behavioral issues like loss of appetite, over eating, alcoholism, smoking, nervousness etc.(Jayasinghe and Mendis, 2017).

2.2.3 Causes of Work stress in the banking industry

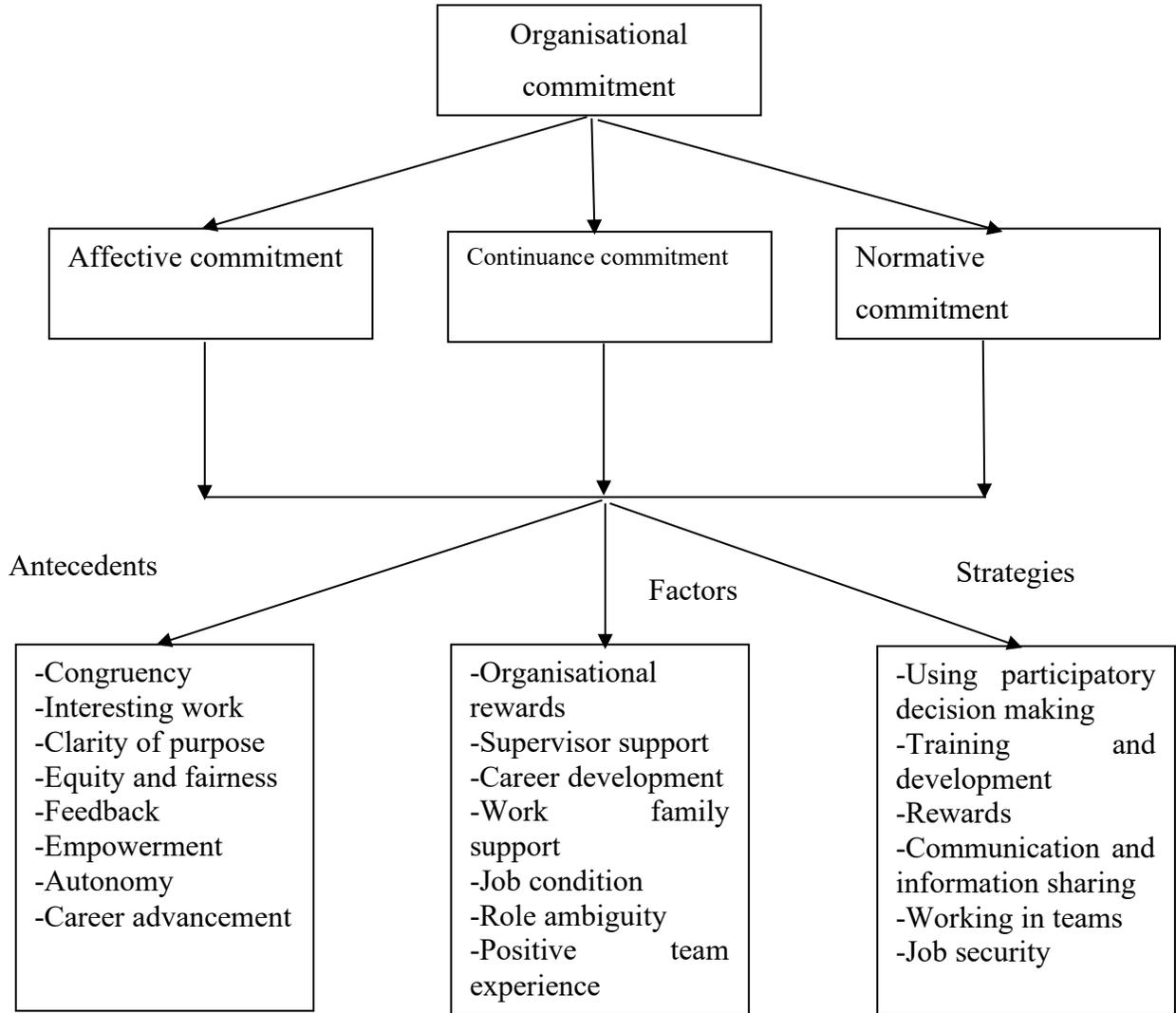
Work stress is one of the most increasing and a problematic issue which is faced by human capital in the banking industry (Goyal and Babel, 2015; Lopes and Kachalia, 2016; Giorgi *et al.*, 2017; Basu, Ray and Paul, 2019). Researchers in the past have explored the many factors that cause stress among banking personnel in general as well as in context of India. Common effects were found to be depression, insomnia, short term memory loss, high blood pressure, fatigue, etc., making employee retention and provision of a positive work environment a real challenge for the banking industry (Rao, Bhanumathi and Nagavali, 2007). This section provides a discussion of some other factors that increase the work stress among the employees working in banking industry of India.

2.2.4 Comparison of public and private sector banks in India

Public and private sector banks in India differ in a number of ways. Plenty of studies have been conducted in the past to identify and assess these differences, so that improvements can be made in their functioning.

2.3 Conceptual framework

The section will represent the conceptual framework that will be followed in present study.



As shown in diagram above the organisational commitment has been divided into three dimensions which includes affective commitment, continuance commitment and normative commitment. Where affective commitment is related with employees emotional attachment with organisation, continuance commitment arises when an individual is aware of cost associated with leaving an organisation and finally normative commitment which represents the commitment arises due to obligation to stay in organisation. Further the diagram represent the antecedents of organisational

commitment which includes congruency, interesting work, clarity of purpose, equity and fairness, feedback, empowerment, autonomy and career advancement. Next the diagram shows the factors affecting the employees organisational commitment which includes organisational rewards, supervisor support, career development, work family support, job condition, role ambiguity and positive team experience are some factors that affects the employees organisational commitment. Lastly the diagram depicted the strategies that organisation can use to influence the employees organisational commitment. This includes, using participatory decision making, training and development, rewards, communication and information sharing, working in teams and job security are some strategies which are affecting the employee's organisational commitment.

Research Outcomes and Conclusion:

This study aimed at understanding the concept of organisational commitment among the sales managers in public and private banks in India. The Indian banking system is characterised by highly competitive environment which has been resulting into high turnover rates and majorly among the sales personnels. Thus, ensuring organisational commitment among the employees has become cardinal for banking organisations. It enables banks to align the mission and vision of the organisation with that of employees and hence keep them motivated towards their work by reducing absenteeism and increasing their accountability towards the work. Further organisational commitment has become a crucial factor due to increased competition which has been causing trouble in form of high work pressure, poor work life balance and low level of job satisfaction which ultimately results towards lower commitment among banking sector employees.

While addressing the key areas such as importance of organisational commitment, factors affecting organisational commitment, different types of commitment among the sales managers and finally the impact of cultural difference and work stress on the organisational commitment of employees working in public and private sector banks of West Bengal this section of the study focuses on briefly concluding the entire study by highlighting the key findings of the primary and secondary research. It will also answer the objectives set initially in this study based on the result of analysis. Lastly, some major limitations of primary research will be discussed along with identifying the scope for the future.

Presently the Indian banking sector has been characterised by highly competitive environment while the sales team has been considered as backbone or a leading factor that enables profit making in any organisation. However these profits driven within the organisation are to a great extent contributed by the commitment level which is shown by the sales personnel. It is the organisational commitment among the employees that increases their propensity to achieve their professional and organisational goals. Along with this it helps them to align with the mission and vision of organisation with their own which ultimately helps them to remain motivated at work. Hence it becomes crucial to understand the organisational commitment depicted by sales employees of banking sector, since they are one who interact with customer and affects the organisations profit.

The main objectives stated at the outset were:

1. To determine the importance of organisational commitment in the contemporary workplace, particularly in Indian public and private sector banks.
2. To measure the levels of organisational commitment of sales people in Indian public and private sector banks and the factors affecting them.
3. To determine the cultural differences between public and private banks and its impact on organisational commitment of the frontline sales managers.
4. To investigate the work related stress faced by the frontline sales managers in public and private banks, and its consequences on commitment.
5. To study the affective commitment, continuance commitment, and normative commitment and their level of influence on frontline sales managers with respect to public and private banks.
6. To recommend best practices to enhance organisational commitment of sales people in Indian public and private sector banks.

To address these objectives, the researcher adopted both quantitative and qualitative approaches. The primary study included the survey conducted with 200 front line sales employees and interview undertaken with 8 managers from 4 different public and private sector banks of West Bengal. This helped to derive information on various aspects of organisational commitment.

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