

## महात्मा गांधी एवम् भारत छोड़ो आन्दोलन

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### शोधपत्र—सार

महात्मा गांधी जी ने भारतीय स्वतंत्रता आन्दोलन में स्थानीय स्तर से काम शुरू करते हुए 1919 में रोलट एक्ट के विरोध के दौरान ही सत्याग्रह को प्रयोग करके भारतीय जनता का समर्थन हासिल किया। **सुमित सरकार के अनुसार**, “गांधी जी ने सत्याग्रह का मार्ग प्रस्तुत कर एकताकारो छतरी का निर्माण किया जिसके नीचे सभी भारतीय एकत्रित हो सकते थे।” गांधी जी से पहले राष्ट्रीय आन्दोलन का नेतृत्व उदारपंथियों और उग्रपंथियों के हाथ में था जो आम लोगों की द”ा को नहीं समझ पाए थे। गांधी जी ने आम लोगों की द”ा को भली-भांति समझा। **सुमित सरकार के अनुसार**, “प्रबल धार्मिक स्वर लिए हुए गांधी जी जैसा नेता उस काल की ऐतिहासिक आव”यकता था।” 1934 ई० के आसपास सविनय अवज्ञा आन्दोलन की समाप्ति के बाद कांग्रेस के अन्दर गंभीर मतभेद पैदा हो गए थे जैसे असहयोग आन्दोलन की समाप्ति के बाद हुए थे। द्वितीय वि”व युद्ध में भारतीयों की सहमति के बिना भारत को युद्ध में शामिल करने के विरोध में कांग्रेस सहित 8 प्रांतीय मंत्रालयों ने त्याग पत्र दे दिए थे। मुस्लिम लीग ने कांग्रेस की इस प्रतिक्रिया को मुक्ति दिवस के रूप में मनाया। भारत छोड़ो आन्दोलन के आरम्भ होते ही गांधी जी व कांग्रेस कार्यकारिणी के नेताओं को गिरफ्तार कर लिया गया था जिसके परिणामस्वरूप इस आन्दोलन में हिंसा व अहिंसा का मिश्रण देखने को मिलता है ब्रिटि”ा सरकार ने इस आंदोलन को कठोरता से दबाया। **माइकल ब्रचर के अनुसार**, “सरकार का दमनकारी चक्र बहत कठोर था और क्रांति दबाने के लिए पुलिस राज्यों की स्थापना हो रही थी।” **चर्चिल ने हाऊस आफ कामन में कहा** “सरकार ने खड़े हाथों से आन्दोलन को दबा दिया।” सरकार की दमनकारी नीति के विरोध में गांधी जी ने 21 दिन का उपवास रखा जिसके बाद गांधी जी की तबीयत बिगड़ने के कारण उनको रिहा कर दिया गया तथा 1945 में जर्मनी की हार के साथ ही कांग्रेस के अन्य नेताओं को रिहा कर दिया गया था इसके साथ ही यह आन्दोलन समाप्त हो गया था। लेकिन इसके बावजूद भी इस आन्दोलन ने सम्पूर्ण ब्रिटि”ा सरकार की जड़ें हिलाते हुए ब्रिटि”ा सरकार को भारतीय राष्ट्रवाद की शक्ति का परिचय दिया था।

### शोध—पत्र

भारतीय स्वतंत्रता आन्दोलन में महात्मा गांधी का एक महान नेता के रूप में उदय अचानक नहीं हुआ था। वास्तविकता यह थी कि भारत का राष्ट्रीय आन्दोलन 20वीं सदी के दूसरे द”ाक तक आते आते काफी व्यापक हो चुका था। राष्ट्रीय आन्दोलन उच्च एवं मध्यम वर्गों से होते हुए निम्न वर्गों तक भी कुछ

हद तक अपनी पहुंच बना चुका था लेकिन उस समय राष्ट्रीय नेतृत्व नई परिस्थितियों के अनुसार स्वतंत्रता संघर्ष के नए मार्ग खोजने में विफल हो रहा था।<sup>1</sup>

इसी समय 1919 में राल्ट एक्ट के विरोध के दौरान ही गांधी जी ने सत्याग्रह के रूप में ऐसा नया मार्ग प्रस्तुत किया जो भारतीय जनता में काफी लोकप्रिय हुआ। सुमित सरकार के भावों में, "गांधी जी ने सत्याग्रह का मार्ग प्रस्तुत कर एकताकारी छतरी का निर्माण किया जिसके नीचे सभी भारतीय एकत्रित हो सकते थे।<sup>2</sup>

इसके पहले के तीन दशकों में राष्ट्रीय आन्दोलन का नेतृत्व उदात्तियों और उग्रपंथियों के हाथ में था जो केवल प्रतिनिधित्व या स्वशासन जैसे राजनैतिक मुद्दों को ही उठाता आ रहा था। गांधी जी ने आम लोगों की दशा को पहली बार समझा जिसके परिणामस्वरूप उनको भारतीय जनता का समर्थन मिला वे स्वयं को सनातनी व्यक्ति कहते थे। सुमित सरकार के अनुसार, "प्रबल धार्मिक स्वर लिए हुए गांधी जैसा नेता सम्भवतः उस काल की ऐतिहासिक आवश्यकता था।"<sup>3</sup>

गांधी जी ने भारतीय राजनीति में प्रवेश ऊपर से नहीं किया हालांकि अपनी प्रसिद्धि के आधार पर वे ऐसा कर सकते थे। उन्होंने स्थानीय स्तर से काम करना शुरू किया। जैसे चंपारन, खेड़ा और अहमदाबाद को नेतृत्व दिया। 15 मार्च, 1918 को अहमदाबाद मिल मजदूरों की हड़ताल के समर्थन में गांधी जी ने स्वयं पहली बार अन्याय शस्त्र का प्रयोग किया।<sup>4</sup>

### भारत छोड़ो आन्दोलन

1920 से ही कांग्रेस ने सम्राज्यवाद तथा फांसीवाद के प्रति विरोध प्रकट करना आरम्भ कर दिया था। 1934 के आसपास सविनय अवज्ञा आन्दोलन की समाप्ति के बाद कांग्रेस के अंदर ही गंभीर मतभेद पैदा हो गए थे जैसे असहयोग आंदोलन की वापसी के बाद पैदा हुए थे।<sup>5</sup> 1 सितम्बर, 1939 को द्वितीय विश्व युद्ध शुरू हो चुका था। 3 सितम्बर, 1939 ई० को वाइसराय लार्ड लिनलिथगो ने भारतीयों से बिना पूछे ही ब्रिटेन की ओर से जर्मनी, इटली, जापान के विरुद्ध युद्ध की घोषणा कर दी। 5 सितम्बर, 1939 को गांधी जी वाइसराय से मिले और ब्रिटेन के प्रति नैतिक समर्थन जाहिर किया और कहा "यद्यपि भारत ब्रिटेन के बीच भारतीय स्वतंत्रता के प्रश्न पर मतभेद है लेकिन भारत को इस खतरे की स्थिति में ब्रिटेन की सहायता करनी चाहिए।"<sup>6</sup> 4 सितम्बर, 1939 को वर्धा में हुई बैठक में फारवर्ड ब्लाक ने कहा कि भारतीय स्वतंत्रता संग्राम आरम्भ हो जाना चाहिए यदि कांग्रेस इस बात को अस्वीकार कर देती है तो फारवर्ड ब्लाक अपनी इच्छा से देशी हित के लिए कार्य आरम्भ कर देगा। इसके पश्चात् 4 सितम्बर, 1939 को कांग्रेस ने प्रस्ताव पास कर कहा कि भारत स्वतंत्रता के बाद ही ब्रिटेन को युद्ध में अधिक सहायता दे सकेगा। इसके उत्तर में वाइसराय ने श्वेत पत्र प्रकाशित कर कहा ब्रिटेन का महायुद्ध से तत्काल कोई भौतिक लाभ नहीं होने वाला है ब्रिटेन का उद्देश्य केवल एक नई अंतर्राष्ट्रीय व्यवस्था की स्थापना करना है ताकि भावी पीढ़ी को युद्ध से बचाया जा सके।<sup>7</sup>

<sup>1</sup>सत्य एम.राय, भारत में उपनिवेशवाद और राष्ट्रवाद, पृ. 314

<sup>2</sup>सुमित सरकार, आधुनिक भारत (1885-1947), पृ. 412

<sup>3</sup>उपरोक्त, पृष्ठ 412-413; सत्य एम.राय, पूर्वोद्धृत, पृ. 266

<sup>4</sup>बिपिन चन्द्र, भारत का स्वतंत्रता संघर्ष, पृ. 154-155

<sup>5</sup>शेखर बंदोपाध्याय, प्लासी से विभाजन तक और उसके बाद, पृ. 403

<sup>6</sup>सत्य एम.राय, पूर्वोद्धृत, पृ. 324

<sup>7</sup>सत्य एम.राय, पूर्वोद्धृत, पृ. 324

इसके विरोध में 22 अक्टूबर, 1939 को निंदा प्रस्ताव पास किया गया जिसके बाद कांग्रेस शासित 8 प्रांतीय मंत्रालयों ने त्याग पत्र दे दिए। कांग्रेस की इस प्रतिक्रिया को मुस्लिम लीग ने 22 दिसम्बर, 1939 को मुक्ति दिवस के रूप में मनाया।<sup>8</sup> दूसरे वि"व युद्ध में जापान के बढ़ते हुए प्रभाव को देखते हुए गांधी जी ने हरिजन में लिखा "अंग्रेजो भारत को जापान के लिए मत छोड़ो बल्कि भारत को भारतीयों के लिए छोड़ दो।"<sup>9</sup> मार्च, 1942 में भारतीयों से समझौता करने आए क्रि"मि"न का भारतीय मांगों के प्रति प्रतिकूल रवैया तथा उसकी असफलता से यह स्पष्ट हो गया कि ब्रिटि"न सरकार द्वितीय वि"व युद्ध में भारत की अन्विष्ट भागीदारी की उपेक्षा तो रखती है लेकिन किसी सम्मानजनक समझौते को तैयार नहीं है। इस पृष्ठभूमि को देखते हुए अब गांधी जी को लगने लगा था कि आंदोलन का सही वक्त आ गया है यद्यपि कांग्रेस इससे पूरी तरह से सहमत नहीं थी।<sup>10</sup>

गांधी जी ने कांग्रेस को अपने प्रस्ताव को स्वीकार न किए जाने की स्थिति में चुनौती देते हुए कहा मैं दे"न की बालू से ही कांग्रेस से भी बड़ा आंदोलन खड़ा का दूंगा।" 14 जुलाई, 1942 ई० में कांग्रेस कार्य समिति की वर्धा बैठक में गांधी की बात को मानते हुए भारत छोड़ो प्रस्ताव पारित किया गया।<sup>11</sup> 1 अगस्त, 1942 को इलाहाबाद में तिलक दिवस मनाया गया इस समय नेहरू ने कहा, "हम आग से खेलने जा रहे हैं जिसकी चोट उल्टी हमारे ऊपर भी पड़ सकती है।" 7 अगस्त, 1942 को बम्बई कांग्रेस अधिवे"न जिसकी अध्यक्षता अबुल कलाम आजाद कर रहे थे इसी अधिवे"न में जवाहर लाल नेहरू ने भारत छोड़ो प्रस्ताव पे"न किया जिसे थोड़े स"ोधन के बाद 8 अगस्त, 1942 को स्वीकार कर लिया गया। इस सम्मेलन में गांधी जी ने 70 मिनट तक भाषण दिया और कहा मैं आपको एक मंत्र देता हूँ करो या मरो'। गांधी जी के इस भाषण के सम्बंध में पटाभि सीतारमैया ने लिखा है कि, "वास्तव में गांधी जी उस दिन अवतार एवं पैगम्बर की प्रेरक शक्ति से प्रेरित होकर भाषण दे रहे थे।" इसी भाषण में गांधी जी न कहा था, "हम अपनी गुलामी स्थाई बनाया जाना नहीं देख सकते।"<sup>12</sup>

गांधी जी ने भारतीयों के लिए निम्नलिखित निर्दे"न दिए सरकारी कर्मचारी नौकरी न छोड़े लेकिन कांग्रेस के प्रति निष्ठा की घोषणा कर दे। रियासतों में रहने वाली जनता अपने आप को भारतीय राज्य का अंग घोषित कर दे। किसानों को कहा गया यदि जमींदार उनका साथ न दे तो वे कर का भुगतान ना करे।<sup>13</sup>

8 अगस्त, 1942 को अखित भारतीय कांग्रेस समिति के सम्मेलन में गांधी जी ने कहा, "मामूली संघर्ष का अर्थ आंदोलन की शुरुआत नहीं है आपने केवल अपनी शक्ति मेरे हाथ में दे दी है। मैं अब वाइसराय से भेंट करूंगा तथा उसके द्वारा कांग्रेस की मांग स्वीकार करने की प्रतीक्षा करूंगा।" लेकिन गांधी की वाइसराय से मिलने से पहले ही 9 अगस्त की सुबह ही ओपरेशन जीरो आवर के तहत कांग्रेस के सभी महत्वपूर्ण नेता गिरफ्तार कर लिए गए। गांधी जी को आगा खां पैलेस में तथा कांग्रेस कार्यकारिणी के अन्य सदस्यों को अहमदनगर के दुर्ग में रखा गया। कांग्रेस को असंवैधानिक संस्था घोषित कर इसकी सम्पत्ति को सरकार ने जब्त कर लिया। इस आंदोलन में हिंसा और अहिंसा का मिश्रण देखने

<sup>8</sup>सुमित सरकार, पूर्वोद्धृत, पृ. 410

<sup>9</sup>उपरोक्त।

<sup>10</sup> राम लखन शुक्ल, आधुनिक भारत का इतिहास, पृ. 838

<sup>11</sup>उपरोक्त, पृ. 839

<sup>12</sup>पटाभि सीतारमैया, हिस्ट्री ऑफ़ दी इण्डियन ने"नल कांग्रेस, भाग-3, पृ. 212

<sup>13</sup>राम लखन शुक्ल, पूर्वोद्धृत, पृ. 329

को मिलता है। सरकार ने इस आंदोलन का कठोरतापूर्ण दमन किया। जिसके परिणामस्वरूप इस आंदोलन में एक भूमिगत संगठनात्मक ढांचा तैयार हो गया जिसमें जय प्रकाश नारायण, राम मनोहर लोहिया, अरुणा आसफ अली ने मुख्य भूमिका निभाई।<sup>14</sup>

जनता तक आंदोलन का संदेश पहचानने के लिए गुप्त रेडियो प्रसारण उषा मेहता द्वारा आरम्भ किया गया जो 12 नवम्बर, 1942 को पकड़ लिए गए उन्हें 4 साल की कैद की सजा दी गई। नवयुवक खुलकर क्रान्तिकारी गतिविधियों में भाग ले रहे थे। सरकार का दमनकारी रवैया जारी रहा। 1943 के अन्त तक 91,836 लोगों को गिरफ्तार कर लिया गया जिनमें से अधिक संख्या में संयुक्त प्रान्त, बिहार व बम्बई के लोगों की रही।

अकेले बम्बई में 447 बम्बकांड हुए। 1060 लो सेना या पुलिस की गोली से मारे गए। पुलिस गांवों को जला रही थी सामूहिक जुर्माने लगाए गए। सुमित सरकार के अनुसार, "इस विद्रोह के दमन की तुलना 1857 के विद्रोह के दमनसे की जा सकती है। 15 अगस्त, 1942 को स्वयं वायसराय ने पटना में हिंसा कर रही भीड़ पर हवाई फायरिंग करने के आदेश दिए थे।<sup>15</sup>

माइकल ब्रचर के अनुसार, "सरकार का दमनकारी चक्र बहुत कठोर था और क्रांति दबाने के लिए पुलिस राज्यों की स्थापना हा रही थी।" चर्चिल ने हाऊस ऑफ कामन में कहा, "सरकार ने खड़े हाथों से आंदोलन को दबा दिया।"<sup>16</sup>

## गांधी जी का उपवास

इस आंदोलन में हिंसा के लिए सरकार ने गांधी जी जिम्मेवार ठहराया लेकिन गांधी जी इसका दोष सरकार को दिया। अतः गांधी जी ने पूना की जेल से वाइसराय को पत्र लिखा कि वे 21 दिन का उपवास करेंगे। 10 फरवरी, 1943 को 21 दिन का उपवास शुरू हुआ। जनता में उपवास की खबर फैलते ही जनसभाओं के माध्यम से गांधी जी की रिहाई की मांग होने लगी। इसी दौरान वायसराय कार्यपरिषद के 3 सदस्यों एम.एस. एनी, एन. आर. सरकार और एच.पी. मोदी ने इसी सवाल पर इस्तीफा दे दिया इससे सरकार की प्रतिष्ठा में कमी आई। लेकिन ब्रिटिश प्रधानमंत्री चर्चिलने कहा, "जब दुनिया में हम हर कहीं जीत रहे हैं ऐसे वक्त में हम एक कमबख्त बुढ़े के सामने कैसे झुक सकते हैं जो हमें" हमारा दुःख मन रहा है।"<sup>17</sup>

गांधी जी ने सफलतापूर्वक 7 मार्च, 1943 को अपना उपवास समाप्त किया। गांधी जी की बिगड़ती दशा को देखकर 6 मई, 1944 को रिहा कर दिया गया। भारत छोड़ो आंदोलन के समय ही बिहार, पूर्वी उत्तर प्रदेश, बंगाल, महाराष्ट्र, कर्नाटक, उड़ीसा आदि में समानान्तर सरकारें स्थापित हो गईं। श्रमिक वर्ग ने शुरू में इस आन्दोलन में काफी भाग लिया लेकिन बाद में यह वर्ग पीछे हट गया। सबसे अधिक भागीदारी किसानों की रही। मुस्लिम लीग ने इस आंदोलन में अपना योगदान नहीं दिया। 1945 में जर्मनी की हार के साथ ही कांग्रेस के अन्य नेताओं को रिहा कर दिया गया इसके साथ ही यह आंदोलन अंतिम रूप से समाप्त हो गया।<sup>18</sup>

<sup>14</sup>ताराचन्द्र, भारतीय स्वतंत्रता आंदोलन का इतिहास, भाग-4, पृ. 495

<sup>15</sup>सुमित सरकार, पूर्वोद्धृत, पृ.

<sup>16</sup>सत्या एम. राय, पूर्वोद्धृत, पृ. 334

<sup>17</sup>बिपिन चन्द्र, पूर्वोद्धृत, पृ. 445-446

<sup>18</sup>सत्या एम. राय, पूर्वोद्धृत, पृ. 337-338

### असफलता के कारण :

1. इस आंदोलन को चलाने हेतु कांग्रेस नेतृत्व कोई स्पष्ट योजना नहीं दे पाया। खुद गांधी जी ने का था उनकी गिरफ्तारी के बाद हर व्यक्ति अपना नेतृत्व खुद करेगा।
2. इस आंदोलन में बड़े स्तर पर हिंसा हुई जिसके चलते सरकार ने क्रूर दमनचक्र चलाया स्वयं गांधी जी ने करो या मरो का नारा दिया जिसका अर्थ आम लोग हिंसा या तोड़फोड़ करना ही समझते थे। इस प्रकार यह आंदोलन गांधीवादी अहिंसक मार्ग से शुरू से विचलित हो गया।
3. इस आंदोलन में कांग्रेस ने अन्य दलों व नेताओं का सहयोग नहीं लिया जिसके चलते कई समुदाय इस आंदोलन से अलग रहे।

### प्रभाव :

यह आंदोलन गांधी जी द्वारा चलाए गए आंदोलनों में सबसे ज्यादा उग्र था। सरकारी दमन के बावजूद भी यह व्यापक प्रभाव छोड़ने में सफल रहा।

1. इस आंदोलन ने औपनिवेशिक हुकूमत के राजनैतिक, प्रशासनिक, सामाजिक एवं आर्थिक सभी आधार खोखले कर दिए थे।
2. इस आंदोलन ने गांधीवादी बुर्जुआ आंदोलन और क्रांतिकारी-जनवादी आंदोलनों के बीच का अन्तर मिट गया।
3. इस आंदोलन का विप्लव जनमत पर भी काफी प्रभाव पड़ा। इससे अमेरिका, यूरोप, सोवियत संघ आदि में भारत की स्वतंत्रता के लिए समर्थन उत्पन्न हुआ।
4. इसने देश में एक नए जनवादी नेतृत्व को जन्म दिया। राममनोहर लोहिया व जय प्रकाश नारायण जैसे समाजवादी नेता इस आंदोलन के नायक थे।

### निष्कर्ष :

उपरोक्त वर्ण के आधार पर कहा जा सकता है कि भारत छोड़ो आंदोलन ने ब्रिटिश सरकार को भारतीय राष्ट्रवाद की शक्ति का परिचय दिया। इस आंदोलन के बाद ब्रिटिश सरकार को अहसास हो गया था कि अब भारत में उनका शासन अधिक दिनों तक नहीं चल सकता। संसार के अन्य देशों को भी स्वतंत्रता के इस प्रश्न ने अपनी ओर आकर्षित किया। अमेरिका तथा इंग्लैण्ड में भी भारतीयों की आशाओं के प्रति सहानुभूति प्रकट हो गई।

भारत छोड़ो आंदोलन भारतीय स्वतंत्रता संग्राम के संघर्ष की अन्तिम कड़ी थी और इस समय जो जनमत तैयार हुआ उसकी अभिव्यक्ति आजाद हिंद फौज के कैदियों की रिहाई और विद्रोहों में भी मिलती है।

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## A STUDY ON EFFECTS OF OCCUPATIONAL STRESS ON JOB SATISFACTION OF EMPLOYEES IN SELECTED PUBLIC SECTOR BANK OF INDIA

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### Abstract

Today workplace stress is a major problem the employee and organisation. It has become a part of life for employees. They can't avoid stress anywhere they are. Occupational stress occurs because of lack of person-work environment fit. When occupational Stress occurs it effect's quality, productivity and health as well as well-being and morale of the individual. Work stress related to job performed by the employee. Its outcome has been found costly to the organisation. Such stress contributes some dysfunctional outcomes like tensions, job dissatisfaction and lower performance. Occupational stress can be linked to success or failure at one's job. In general impression about occupational stress is feeling of failure due to work over land.

Stress is a part of everyone's daily life. It means person can't cope with the demands which are opposite to their expectations of rewards and success. It affects both the relationship of workers forms with society and friends or family. The worker has to be perfect in his job or else he will be replaced or lag behind in his work leading to Stress. In India, the problem of work stress is gaining more importance due to new privatized nature of economy. People are moving towards the private job and lacking behind government job, where the amount of work never ends. In this situation coping of stress become very important ones we aware about the problem then we can deal with it.

During past decade, banking industry had rapid changes like policy changes due to globalisation and liberalisation and introducing more private sector banks and new technologies. Because of these public sector bank employees having high level stress. Even every occupational area is affected by this.

**Keyword:** Employee, Organisation, Environment, Productivity.

### Introduction

Now a day's an inter-disciplinary approach is adopted as the growing interest amongst the individual and their all round development around the learning organisation, there concept and its related impact on work life balance brings the outcomes in the individual's has not been matched yet in other parts of the world excluding Asia. To provide a deeper understanding of the human resources studies and results have showed the positive impact and success which is not only towards technical efficiency of the individual but good plant layout of the unit of the dynamic organisation etc. but also depends on human resources and there management.

There is direct correlation between the happier people and their job, if it correlates then the more satisfied they are said to be. Job satisfaction concept has gained momentum and importance ever since from the human relations were gaining their approach and has also become popular in the decades. It has also involves various complex problems and variety of

variables including employees or individuals conditions, their connected feelings and work related behavioural aspects and their work tendencies.

When it comes to managing employees of any organisation the term job satisfaction plays a very important role and represents one of the most complex areas which is now facing today's managers in any organisation. Now attention is on for making concrete policy and policy makers and for that managers have to revolve their attention to provide different kinds of facilities to their subordinates and employees in order to satisfy them and improve employees productivity. How to increase employee productivity with a good work environment and provide good work conditions can also increase their job satisfaction and helps to build good employees relation which will help to give their best out of it and ultimate results into increase in the work performance.

Job satisfaction have two different folds one side relates to positive feeling and other side is negative feelings. Feeling positive or negative to an individual about their jobs results the work outcome. An individual having a positive and emotional approach towards their works as well as they have an attitude towards society for social service at work place too.

In the banking sector the major factor is work behaviours and attitudes of employees which is a great importance for increasing the level of service quality of the employee's and in go round the level of marketing success of the banking sector.

### **Review of literature**

**Weiss (1983)** investigated in his research the effects of work stress and social support on information system (IS) managers ranging in the organizational. The study also investigated the resulting strains which are vertical/hierarchy from vice president or director to project managers of varying sizes in both government and private sector organisations and role social support to reduce symptoms of strain. The results revealed that IS managers were positively related to psychological and physiological strains and job stresses among and these stressors had greater impact than the others.

**Kang (2005)** examined job stressors of medical representatives. The study was found causing stress among the medical representatives like interference of job in personal life, unsupportive colleagues, work overload and continuous pressure for improved performance. While, performance inhibitors, effort reward imbalance, discourteous behavior of clients and colleagues, lack of participation and politics in decision making, insufficient inputs, lack of empowerment, conflicting demands from the superior and inadequate incentives were found to be not associated with stress among them.

### **Research Methodology**

The researcher is aiming from this current research that:

The Banking industry is no exception to this changing phenomenon. Existing literature reveals that more than sixty per cent of the public sector employees have one or more problem directly or indirectly related to these drastic changes.



### Objectives of Study

1. To study and analyse the various strategies practiced in occupational stress and suggest practical suggestion in the study area.
2. To study and analyse the occupational stress and related factors in study area.

### Hypothesis

H0: There is no significant difference between the categories of the respondents and their status of subjective wellbeing.

H1: There is significant difference between the categories of the respondents and their status of subjective wellbeing.

### Data analysis

To Test the above hypothesis, independent sample T-test is applied taking mean of the factors of subjective well-being as dependent variable and Gender as grouping variable where following results were obtained:

#### Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Mean of Well Being	Male	211	3.1191	.27565	.01898
	FeMale	91	3.1491	.37971	.03980

#### Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
										Lower	Upper
Mean of Well Being	Equal variances assumed	12.862	.000	-.769	300	.442	-.02997	.03895	-.10661	.04668	
	Equal variances not assumed			-.680	132.624	.498	-.02997	.04410	-.11719	.05726	

The above table shows that the significance (2-tailed) value obtained from independent sample t-test is 0.442 which is more than the alpha value of 0.05 ( $p > 0.05$ ), which states that the overall factors of subjective well-being does not show any significant difference among respondents of different gender.

Thus it is concluded that subjective well-being among Male is similar to subjective well-being among Female and hence the hypothesis i.e. *there is no significant difference between the subjective well-being among Male and Female* is **accepted**.

**H0: There is no significant difference between the subjective well-being among respondents of different age group:**

To Test the above hypothesis, One Way ANOVA test is applied taking mean of the factors of subjective well-being as dependent variable and Age of respondents as fixed factor where following results were obtained:

**Descriptives** (Mean of Well Being)

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
20 - 30	10	3.3043	.27498	.08696	3.1076	3.5011	3.04	3.57
31 - 40	56	3.0683	.31493	.04208	2.9840	3.1527	2.52	3.43
41 - 50	50	3.0087	.26117	.03693	2.9345	3.0829	2.52	3.43
51 - 60	176	3.1845	.30969	.02334	3.1385	3.2306	2.65	3.83
60 & above	10	2.8913	.20624	.06522	2.7438	3.0388	2.70	3.09
Total	302	3.1281	.31034	.01786	3.0930	3.1633	2.52	3.83

**ANOVA** (Mean of Well Being)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.345	4	.586	6.535	.000
Within Groups	26.644	297	.090		
Total	28.989	301			

The above table shows that the One Way ANOVA value of the analysis is 6.535 and the significance value obtained is 0.00 which is less than the alpha value of 0.05 ( $F = 2.670, p < 0.05$ ), which states that the subjective well-being differs at different age groups and hence it is concluded that the subjective well-being changes with the change in different age group therefore the hypothesis i.e. *there is no significant difference between the level of job satisfaction among respondents of different age group* is **rejected**.

To Test the above hypothesis, One Way ANOVA test is applied taking mean of the factors of subjective well-being as dependent variable and Job type of respondents as fixed factor where following results were obtained:

**Descriptives** (Mean of Well Being)

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Sub Staff	82	3.1543	.28590	.03157	3.0915	3.2171	2.52	3.83
Clerk	130	3.0973	.32643	.02863	3.0407	3.1540	2.52	3.83
Officer	90	3.1488	.30730	.03239	3.0844	3.2132	2.52	3.83
Total	302	3.1281	.31034	.01786	3.0930	3.1633	2.52	3.83

**ANOVA** (Mean of Well Being)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.218	2	.109	1.132	.324
Within Groups	28.771	299	.096		
Total	28.989	301			

The above table shows that the One Way ANOVA value of the analysis is 1.132 and the significance value obtained is 0.324 which is more than the alpha value of 0.05 ( $F = 1.132, p > 0.05$ ), which states that the satisfaction on subjective well-being differs at different job types and hence it is concluded that the subjective well-being changes with the change in job type like sub-staff, clerk and officers and therefore the hypothesis i.e. *there is no significant difference between the level of job satisfaction among respondents of different job type* is **accepted**.

Thus, considering the subjective well-being among overall demographic factor, it was found that that there is no significant difference shown by most of the demographic variable on the subjective well-being and hence the hypothesis i.e. *there is no significant difference between the categories of the respondents and their status of subjective wellbeing* is **accepted**.

**Conclusion**

Overall it is concluded that, Occupational stress is harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. Excessive stress leads to increase in number of absenteeism, loss of judgement, employee conflicts and workplace accidents, which indirectly affects the productivity of the organisation. In present scenario, the employee has to be perfect in his job else he will lag behind his work due to stress.

If the factors leading to organisational stress are considered by the organisation, job satisfaction and subjective well-being can be increased and which will positively affect the health of the organisation.

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## A STUDY ON ORGANISATIONAL COMMITMENT IN SELECT COMMERCIAL BANKS WITH SPECIAL REFERENCE TO ERODE DISTRICT- LITERATURE REVIEW

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### Introduction

To make a sustainable banking industry for the economic development of the country, it is inevitable to ensure the job satisfaction of employees for achieving better productivity. For increasing the job satisfaction of the employees, the sector should emphasis on better procedural fairness, so that employees could show their utmost organization commitment for the organization. Despite an increasing number of studies on organizational commitment and job satisfaction, still little unifying work could be found that focuses on the impact that procedural fairness exerts on these variables and the measurement of degree of difference in these variables in a commercial bank sector organization and a private sector organization in Indian context. Thus, this paper illuminates the various reviews collected for the study of organizational commitment in banking sector.

### REVIEW OF LITERATURE

**Barbara Brown, (2003)**<sup>19</sup> evaluated in the research, the relationship between employees' perceptions of their immediate supervisors' relations-oriented and task-oriented leadership behaviors and different types of organizational commitment. Bass and Avolio's (1995) Multifactor Leadership Questionnaire (MLQ Form 5X) was used to measure relations-oriented and task-oriented leadership behaviors. Meyer and Allen's (1997) Organizational Commitment Questionnaire (OCQ) was used to measure organizational commitment. 361 employees who worked for the city of Charlottesville, Virginia, located in eight departments that varied in the area of technical functioning, size and academic levels. were the sample respondents. Factor analyses with principal component extraction and varimax rotation were performed to determine how the MLQ Form 5X items would load onto a 2-factor model of relations-oriented and task-oriented leadership behaviors. The task-oriented items of contingent reward loaded with the relations-oriented items and the non-leadership items of laissez-faire loaded with the task-oriented items. These findings resulted in an arrangement of relations oriented and task-oriented subscales that were different than the arrangement proposed by Bass & Avolio (1995). Correlations for the MLQ Form 5X revealed multicollinearity among all the relations oriented subscales and two of the task-oriented subscales, preventing any

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<sup>19</sup> Barbara Brown, (2003). Employees' Organizational Commitment and Their Perception of Supervisors' Relations-Oriented and Task-Oriented Leadership Behaviors. 1-106.

interpretations about the amount of variance that any particular type of relations-oriented or task-oriented leadership behavior might explain in organizational commitment. Factor scores were used to perform regressions and investigate the amount of variance relations-oriented leadership behaviors and task-oriented leadership behaviors explained in organizational commitment. Relations-oriented leadership behaviors explained the greatest amount of variance in affective commitment, somewhat less variance in normative commitment and no variance in continuance commitment. The results for task-oriented leadership behaviors revealed the same pattern of relationships with the different types of organizational commitment.

**Jason Shawa, et al., (2003)**<sup>20</sup> stated in the research that the relationships among affective organizational commitment, guest workers status and two dimensions of individual performance (overall and helping) were explored in a unique international setting. Employees and supervisors (N = 226) at two commercial banks in the United Arab Emirates (U.A.E.) participated in the study. With a dissonance perspective as a backdrop, it was predicted that U.A.E. nationals, with substantial economic security and choice would maintain more attitude-behavior consistency than guest workers, employed under highly restrictive work visas. Organizational commitment-guest worker status interactions were significant predictors of overall performance and helping and partially supported the dissonance perspective. Implications were discussed and future research directions identified.

**Kenneth Bartlett, et al., (2004)**<sup>21</sup> observed in the research that the relationship between employee attitude towards training and organizational commitment among a sample of nurses in New Zealand and the United States. Results show that perceived access to training, training frequency, motivation to learn from training, benefits of training and supervisory support for training were positively related to the affective and normative components of commitment. Significant differences were found between training and organizational commitment variables between New Zealand and the US.

**Ooi Keng Boon and Veeri Arumugam, (2006)**<sup>22</sup> observed in the research that the purpose of this study was to investigate the influence of four dimensions of corporate culture (teamwork, communication, reward and recognition and training and development) on employees' organizational commitment within six major Malaysian semiconductor packaging organizations. Despite extensive research on corporate culture, very little empirical research had examined this area of study. Hierarchical regression analyses were employed to test the research hypotheses. The results of this study revealed that communication, training and

<sup>20</sup> Jason D. Shawa, John E. Deleryb, Mohamed H.A. Abdulla, (2003). Organizational commitment and performance among guest workers and citizens of an Arab country. *Journal of Business Research*, 56 (1), 1021-1030.

<sup>21</sup> Kenneth Bartlett, & Dae-seok Kang, (2004). Training and Organizational Commitment among Nurses in New Zealand and United States Public Hospitals Experiencing Industry and Organizational Change. *Kenneth Bartlett & Dae-seok Kang*, 383-390.

<sup>22</sup> Ooi Keng Boon, & Veeri Arumugam, (2006). The influence of corporate culture on organizational commitment: case study of semiconductor organizations in Malaysia. *Sunway Academic Journal* 3, 99-115.

development, reward and recognition and teamwork were positively associated with employees' commitment. Also, communication was perceived as a dominant corporate culture dimension; it was associated with significant improvements in employees' organizational commitment. This study contributed to a better understanding of the influence of corporate culture on organizational commitment among employees within the context of the Malaysian semiconductor sector.

**Komal Khalid Bhatti and Tahir Masood Qureshi, (2007)<sup>23</sup>** identified in the research that the employee participation may affect employee's job satisfaction, employee productivity, employee commitment and they all can create comparative advantage for the organization. The main intention of this study was to find out relationship among employee participation, job satisfaction, employees' productivity and employee commitment. For the matter, 34 organizations from Oil & Gas, Banking and Telecommunication sectors were contacted of which 15 responded back. The findings of this study were that employee participation not only an important determinant of job satisfaction components. Increasing employee participation had a positive effect on employee's job satisfaction, employee commitment and employee productivity. Naturally, increasing employee participation was a long-term process, which demands both attention from management side and initiative from the employee side.

**Atousa Farzad, et al., (2008)<sup>24</sup>** explored in the research that the research was to investigate the effects of internal marketing criteria on organizational commitment of employees among Iranian state-owned banks. Internal marketing was a planned effort using a marketing-like approach to overcome organizational resistance to change and to align, motivate and inter-functionally co-ordinate and integrate employees towards the effective implementation of corporate and functional strategies which was growing recognition with the increasing competition and commoditization of products and services. The main criteria of internal marketing were derived from the literature provided the backbone for the study. A questionnaire survey of managers established that "inter-functional coordination and integration", training and motivation had positive effects on organizational commitment of employees. Therefore, if the state-owned banks want to ultimately provide a better service experience for their customers; it was recommended that more attention be directed toward enhancing organizational commitment among personnel, with a focus on the effective criteria of internal marketing. Due to the lack of similar experience, the research findings help managers in state-owned banks network to adopt proper policies in this direction.

**Bhupinder Singh and Gupta, (2008)<sup>25</sup>** made an attempt to analyze the contributions made in the last six decades to understand how OC should be viewed in an organization to

<sup>23</sup> Komal Khalid Bhatti, & Tahir Masood Qureshi, (2007). Impact of Employee Participation on Job Satisfaction, Employee Commitment and Employee Productivity. *International Review of Business Research Papers*, 3 (2), 54-68.

<sup>24</sup> Atousa Farzad, Nasim Nahavandi, Albert Caruana, (2008). The Effect of Internal Marketing on Organizational Commitment in Iranian Banks. *American Journal of Applied Sciences*, 5 (11), 1480-1486.

<sup>25</sup> Bhupinder Singh, & Gupta, P.K. (2008). Organisational Commitment: Revisited. *Journal of the Indian Academy of Applied Psychology*, 34 (1), 57-68.

make employees committed to their work. Initially, the concepts of job involvement, motivation etc., were used in social systems in order to formulate constructs, definitions and interpretations in the industrial scenario; the commitment of an employee could be observed as emerged in the interpretation of the studies. OC in early studies was seen as identification with individuals' or organization's values or goals. It was also seen as the surrender leading to a total involvement with the higher system of authority. In sixties and seventies, a broader concept of commitment wherein employees' commitment was not only to norms but also to other aspects of social systems was put forth. At the time of eighties and nineties, a period of extensive stress on OC, a bifurcation as attitudinal and behavioral commitments had witnessed. Presently, it was being studied with a psychological frame of reference of employees' characteristics and their relationship with organizational factors leading to the commitment. This research was an attempt to bring the various views, dimensions and perspectives studied in the last six decade or so together to arrive at a comprehensive view of OC for further research.

**Sajid Bashir and Mohammad Ismail Ramay, (2008)<sup>26</sup>** examined in the research that the relationship between career opportunities, work life policies, job characteristics and organizational commitment of information technology (IT) professionals in Pakistan. The results showed that career opportunities and work life policies in IT professionals were significantly correlated with organizational commitment, while job characteristics do not determine their organizational commitment. Organizations will have to devise more family friendly policies and provide opportunities for career development to IT professionals to induce organizational commitment. Strategies addressing these issues were also discussed.

**Samuel Salami, (2008)<sup>27</sup>** investigated in the research that the relationships of demographic factors (age, marital status, gender, job tenure, and educational level), emotional intelligence, work-role salience, achievement motivation and job satisfaction to organizational commitment of industrial workers. Participants were 320 employees (male = 170, female = 150) randomly selected from 5 service and 5 manufacturing organizations in Oyo State, Nigeria. Measures of biographical data, emotional intelligence, work-role salience, achievement motivation, job satisfaction and organizational commitment were administered on the sample. Hierarchical multiple regression analysis was used to analyse the data collected. Results showed that emotional intelligence, work-role salience, achievement motivation, job satisfaction and all demographic factors except gender significantly predicted organizational commitment of the workers. Findings suggest the need for organizational managements and psychologists to consider the factors investigated when designing programmes for increasing the organizational commitment of the workers.

<sup>26</sup> Sajid Bashir, & Mohammad Ismail Ramay, (2008). Determinants of Organizational Commitment A Study of Information Technology Professionals in Pakistan. *Institute of Behavioral and Applied Management*, 226-238.

<sup>27</sup> Samuel O. Salami, (2008). Demographic and Psychological Factors Predicting Organizational Commitment among Industrial Workers. *Anthropologist*, 10 (1), 31-38.



**Aaron Cohen and Orit Shamai, (2009)<sup>28</sup>** observed in the research that the growing trend recently to examine individual-level values in order to better understand the attitudes and behaviors of employees in the workplace. This research aims to continue this trend by examining the relationship between individual values, using Schwartz's basic human values theory, and psychological well-being (PWB) and affective organizational commitment. It also seeks to examine whether demographic variables control the relationship between individual values and the two dependent variables. The sample was comprised of 271 police officers enrolled in an undergraduate program in an Israeli university. As expected, the regression analysis showed a positive relationship between PWB and the values of benevolence, self-direction and achievement and a negative relationship between PWB and the values of power and tradition. Surprisingly, organizational commitment was negatively related to achievement and positively related to power- the reverse of their relationship with PWB. The results also revealed a negative correlation between PWB and commitment. The findings encourage future research on the relationship between individual values, PWB and organizational commitment among police officers.

**Marcel van Dijk, (2009)<sup>29</sup>** explored in the research that during the current worldwide recession, many organizations were subjected to vigorous change. A Dutch bank organization was part of a cancelled merger with another major bank organization was recently nationalized by the Dutch government. As a result of these changes, employees experience increased levels of job stress. This research indentified self efficacy as an important factor to influence the amount of stress among employees. Furthermore, it identified the perception of risk as a mediating factor in the relation between self efficacy and job stress. A total of 83 (57%) employees filled in a digital survey. The survey consisted of 49 statements measured by a five-point Likert scale. The results confirm a main effect of self efficacy on job stress and a mediating effect of risk perception with a reverse causal effect. These results lead to a conclusion that during a recession, self efficacy of change negatively relates to job stress and supports the general notion that self efficacy will affect job stress. Because of the confirmation of the reversed causality, a mediating effect of risk perception cannot be confirmed. However, it was made clear that there was a relation between job stress and risk perception. It was therefore suggested that future research was conducted using the same variables whilst controlling for the mediating variable.

**Roshen Therese Sebastian and Siby Zacharias, (2009)<sup>30</sup>** explored in the research that the effect of mentoring on affective commitment of employees towards the organization. Past researches show that the emotional overtones of affective commitment enhance employees'

<sup>28</sup> Aaron Cohen and Orit Shamai, (2009). The relationship between individual values, psychological well-being, and organizational commitment among Israeli police officers. *An International Journal of Police Strategies & Management*, 33 (1), 30-51.

<sup>29</sup> Marcel van Dijk, (2009). Employee Self Efficacy and Job Stress during Organizational Change: The Mediating Effect of Risk Perception. *Master Educational Science and Technology*, 1-17.

<sup>30</sup> Roshen Therese Sebastian, & Siby Zacharias, (2009). Mentoring and Affective Commitment: A Study among New Generation Private Sector Bank Employees. *Twelfth AIMS International Conference on Management*, 1609-1612.

likelihood to stay with the organization and behaviors that benefit the employers. Many organizations were invested in formal mentoring programs in order to improve employees' affective organizational commitment (AOC). The objective of this quantitative study was to examine the relationship between mentoring and AOC in selected new generation private sector banks in Kerala. Empirical data was drawn using pretested questionnaire and the study made the implications for managers so that they can look deep into the issue since the organizations were investing its resources in the program expecting positive outcomes. Management should evaluate the effectiveness of mentoring relationship on a regular basis from mentor' and protégé's perspective.

**Selda Coskuner and Canan Yertutan, (2009)**<sup>31</sup> identified in the research that the organizational commitment of the housekeeping employees had to determine the relationship between individual variables and organizational commitment, and to provide suggestions to the authorities based on the findings, as well. The study was conducted upon housekeeping employees of hospitals operated by the Ministry of Health in Ankara purchasing their cleaning services. The housekeepers' organizational commitment was measured by the organizational commitment scale adopted by Wasti. It was found that the mean values of the organizational commitment of the employees in the study ( $x=4.85$ ) and its sub-dimensions of affective commitment ( $x=4.71$ ), continuance commitment ( $x=4.99$ ) and normative commitment ( $x=4.86$ ) were higher than the average mean value ( $x=4.00$ ). The organizational commitment varies depending on age and tenure in the company and the profession.

**Zeytinoglu, (2009)**<sup>32</sup> observed in the research that the research had been much written on working in call centres in industrialized countries and in outsourced countries. There was less known on call centre employment for the local market in emerging-market economies. In this study, they focus on one of those countries, Turkey, which was as a G-20 member, one of the large economies of the world. Studying call centre employment in banks was important because these workers were the first-contact public face of the banks dealing with customers on a day-to-day basis. After giving a profile of banks' call centre workers, they examined the association between perceived job security and job satisfaction, commitment to the bank and intention to stay. Data come from 162 call centre workers employed in banking and related sectors in Istanbul, Turkey. Results show that workers in the sample were highly educated, female, young and single. Multivariate analyses show that perceived job security was associated with job satisfaction, commitment and intention to stay in the organization. The effect of job security on intention to stay was mediated through job satisfaction, which in turn was mediated through affective and organizational commitment.

<sup>31</sup> Selda Coskuner, & Canan Yertutan, (2009). A Study on the Organizational Commitment of Housekeeping Employees. *Turkish Public Administration Annual*, 32 (35), 71-88.

<sup>32</sup> Zeytinoglu, I.U (2009). Job satisfaction, commitment and intention to stay among banks' call centre workers: the case of workers in Turkey. *McMaster University, Canada*, 1-12.

**Hassan Zarei Matin, (2010)**<sup>33</sup> explored in their research that the interpersonal communication skills had enhanced organizational commitment. To do so in a descriptive survey, the models provided by Robbins and Hunsaker and by Allen and Meyer (1990) were used to measure interpersonal communication skills and organizational commitment respectively. The statistical community included public organizations in Qom city among which two organizations were selected randomly. Sampling was also conducted randomly in both organizations. Finally using questionnaire, 106 individuals responded to questionnaire items. The findings of the research showed that among existing skills in the model, just team building skill had a significant relation with organizational commitment.

**Ponnu and Chuah, (2010)**<sup>34</sup> in their study investigated the relationship among organizational justice, organizational commitment and turnover intention of Malaysian employees. Using a sample of 172, employees across organizations in the country, both procedural and distributive justice perceptions were significant contributors in explaining organizational commitment and turnover intention. These findings had important implications for managers in formulating appropriate strategies, policies and procedures to improve employees' commitment to their organizations and to reduce their turnover intentions.

**Tabassum Riaz, et al., (2010)**<sup>35</sup> examined the impact of transformational leadership style on employee affective commitment in banking sector. The 4 banks and 293 employees of the banks were selected for study. Findings of the study show that there was significant and positive relation between transformational leadership and employees' affective commitment. The study provided a tool to retain the employee by stimulating their level of affective commitment to the organization. This study recommended that leaders have to adapt transformational leadership style in order to increase the level of affective commitment in the employees of banking sector and provides practical implications for researchers interested in exploring the employees commitment with respect to leadership in broader context.

**Mohsin Bashir, et al., (2011)**<sup>36</sup> identified in the research that the study comprehensively evaluated the relationship between HPWS and organization commitment and the level of organizational commitment among gender (male and female), nature of tenure (regular and contract employees) and job experience. Results based on academic faculty sample of 616 from 22 public sector universities of Pakistan show that HPWS was positively and significantly associated with organizational commitment. Kruskal-Wallis test reveals that there

<sup>33</sup> Hassan Zarei Matin, Golamreza Jandaghi, Fateme Haj Karimi and Ali Hamidizadeh, (2010). Relationship between Interpersonal Communication Skills and Organizational Commitment (Case Study: Jahad Keshavarzi and University of Qom, Iran). *European Journal of Social Sciences*, 13 (3), 387-398.

<sup>34</sup> Ponnu, C. H., & Chuah, C.C. (2010). Organizational commitment, organizational justice and employee turnover in Malaysia. *African Journal of Business Management*, 4 (13), 2676-2692.

<sup>35</sup> Tabassum Riaz, Muhammad Umair Akram, & Hassan Ijaz, (2010). Impact of transformational leadership style on affective employees' commitment: an empirical study of banking sector in Islamabad (Pakistan). *The Journal of Commerce*, 3 (1), 43-51.

<sup>36</sup> Mohsin Bashir, Liao Jianqiao, Yong-Jun Zhang, Faheem Ghazanfar, (2011). The relationship between High Performance Work System, Organizational Commitment and demographic factors in public sector universities of Pakistan. *Interdisciplinary Journal of Research in Business*, 1 (8), 62-71.

was no significant difference in organization commitment of male and female academic faculty. Academic faculty with regular tenure was more committed than academic faculty with contract tenure. High experience academic faculty was more committed than less experience academic faculty. The results also indicated that gender moderate the relationship between HPWS and organizational commitment. However, moderate effect of tenure and experience were not confirmed.

**Abbas Ali Rastgar, et al., (2012)<sup>37</sup>** reported in the research conducted in Mazandaran, a province in north of Iran, and aimed to analyze the relationship between employees' spiritual intelligence and job satisfaction. There were 1100 personnel in Mellat bank. According to Krejcie and Morgan (1970), the minimum number of sample size was determined as 285 personnel. A total of 366 questionnaires were distributed among the bank personnel and 288 filled questionnaires were returned. The factors analysis and the findings show that no significant relationship was found between spiritual intelligence and job satisfaction. Results showed that in the context of Iranian employees, despite high levels of spiritual intelligence, most of the indices of Job Satisfaction had not been fulfilled, i.e. high levels of Spiritual Intelligence had not resulted in high levels of Job Satisfaction.

**Abdullah and Muhammad Ismail Ramay, (2012)<sup>38</sup>** explored in the research that the association of factors like work environment, job security, pay satisfaction and participation in decision making; with organizational commitment of the employees, working in the banking sector of Pakistan. Two hundred and fifteen (215) responses to questionnaire-based survey were collected from managerial and non-managerial employees and analyzed. The analysis showed positive correlations between the dependent and independent variables. The relation between job security and organizational commitment was the most significant, indicating that a secure job can yield higher level of commitment. Work environment also had a significant relation with organizational commitment, showing that a healthy and friendly work environment may enhance an employee's commitment towards his work and organization. Pay satisfaction and participation in decision-making had low correlations with organizational commitment. Age and tenure seemed to affect the commitment of employees, with higher commitment shown for higher age and tenure; whereas gender did not show significant change in commitment level of employees.

**Akhtar, et al., (2012)<sup>39</sup>** presented in their research that the variables were measured through Organizational Commitment Questionnaire (Mowday, Steers, & Porter, 1979), General Self Efficacy Scale (Schwarzer & Jerusalem, 1995) and Optimism Subscale of PsyCap

<sup>37</sup> Abbas Ali Rastgar, Seyed Mehdi Mousavi Davoudi, Siavash Oraji, & Mehdi Abbasian, (2012). A study of the relationship between employees' spiritual intelligence and job satisfaction: a survey in Iran's banking industry. *Spectrum: A Journal of Multidisciplinary Research*, 1 (2), 57-47.

<sup>38</sup> Abdullah, & Muhammad Ismail Ramay, (2012). Antecedents of organizational commitment of banking sector employees in Pakistan. *Serbian Journal of Management*, 7 (1), 89-102.

<sup>39</sup> Akhtar, Saleem, & Ghayas, Saba (2012). Self-efficacy and optimism as predictors of organizational commitment among bank employees. *International Journal of Research Studies in Psychology*, 2 (2), 33-42.

Questionnaire (Luthans, Avolio, Avey, Norman, & Combs, 2006) respectively. Correlational analyses indicated that self efficacy was positively correlated with optimism and organizational commitment while the optimism and organizational commitment had no correlation. Multiple regressions revealed that self efficacy emerged as significant predictor while the optimism was not significant predictor of organizational commitment. Furthermore, it was revealed that employees of private sector banks had higher level of organizational commitment than those of semi public sector banks. It was also explored that professionally qualified employees had higher level of organizational commitment than non-professionally qualified employees. Limitations of the study and suggestions for future research were also discussed.

**Baqer Kord and Bahman Kord Tamini, (2012)<sup>40</sup>** observed in the research that the relationships between job satisfaction and organizational commitment and also to compare the mean scores of job satisfaction and organizational commitments of the bank employees. The sample size consists of 800 employees working in banks and they were selected randomly from Iran (Zahedan) and India (Aligarh). Job satisfaction questionnaire and organizational commitment scale was used to collect data. To analyze the data, Pearson correlation and independent "t" test were used and results illustrated that affective commitment, continuance commitment, normative commitment sub-scales and total scores of organizational commitment had significant correlation with job satisfaction, and also the results revealed that Indian bank employees had higher mean scores on job satisfaction questionnaire in comparison to Iranian counterparts. Eventually, the results showed that there was no significant difference between the two groups on affective commitment, continuance commitment sub-scales and total scores of organizational commitment scale. But, there was significant difference between the mean scores of two groups on normative commitment; the mean scores of normative commitment of Iranian bank employees were higher than Indian bank employees.

**Ezekiel Saasongu Nongo and Darius Ngutor Ikyanyon, (2012)<sup>41</sup>** presented in the research that the corporate culture was a critical factor in enhancing the attainment of organizational goals and objectives. This study examined the impact of four corporate cultural variables namely involvement, consistency, adaptability and mission on employee commitment to the organization. Data was collected from 134 employees of 18 selected SMEs in Makurdi metropolis. Data was collected through the use of standardized questionnaires measuring corporate culture and organizational commitment. Analysis of data was done using Pearson correlation coefficient, regression analysis, independent T-test and ANOVA. The study found that involvement and adaptability significantly correlated with commitment, while consistency and mission did not correlate with commitment.

<sup>40</sup> Baqer Kord, & Bahman Kord Tamini, (2012). A Cross-Cultural Study of Job Satisfaction and Organizational Commitment of Bank Employees in Iran and India. *Apeejay Journal of Management and Technology*, 7 (1), 13-18.

<sup>41</sup> Ezekiel Saasongu Nongo & Darius Ngutor Ikyanyon, (2012). The Influence of Corporate Culture on Employee Commitment to the Organization. *International Journal of Business and Management*, 7 (22), 1-8.

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**Garima Mathur and Megha Salunke, (2012)<sup>42</sup>** reported in the research that everyone had some attributes and traits within their personality few were loyal towards their organization as they want to be but few were loyal or committed because they feel attached to the organization. Job satisfaction was also one of the most important factors in the organization. If employees were satisfied with organization's policies then they will stay for long time with the organization. So, the organizational commitment and job satisfaction were strong contributors in any organization and many times success of the organization depends on these two factors. Although, numerous research works had been done to study the relationship between organizational commitment and job satisfaction, no such research was still reported on the present context. The present research had been done on the employees of the manufacturing organizations in Gwalior, which resulted in the expected outcome stating that job satisfaction played a significant role in achieving a committed workforce.

**Hossein Vazifehdoost et al., (2012)<sup>43</sup>** evaluated in the research that the model to explore the effects exerted by internal marketing and employees organizational commitment as antecedents of market orientation over Iranian private banks' financial performance with regard to mediating role of market performance in these banks. They designed a frame work to show how private banks use internal marketing, market orientation and employees organizational commitment to increase their market and organizational performance. Empirical findings confirmed that internal marketing, organizational commitment and market orientation had positive direct and indirect effects on bank's both market performance (customer satisfaction and customer loyalty) and financial performance. Iranian private banks should convert internal marketing as a strategy into their core operations and systems to meet employees' demands and the banks goals. This conversion shall make employees their sincere organizational commitment that was beneficial for the banks' market orientation which had a significant impact on market and financial performance. The research introduced a new perspective of the interactions that take place between marketing, organizational behavior concepts which affect market and financial performance. This research focused on internal marketing in Iran banking sector. Keywords Internal marketing, Market Orientation, Organizational Commitment, Market Performance, Financial Performance, Private Banks, Iran.

**Hsiow-Ling Hsieh, (2012)<sup>44</sup>** reported in their research that the relationships between leader-member exchange (LMX), supervisor support and organisational commitment for bank employees. Data for the study were collected during 2011 by using a questionnaire completed by employees at E Sun Bank and First Bank in southern Taiwan. The study found that the quality of LMX influences employees' organisational commitment through supervisor support. Findings imply that perceived supervisor support acts as a mild mediator in the psychological

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<sup>42</sup> Garima Mathur, & Megha Salunke, (2012). Organizational commitment and Job Satisfaction: A study of Manufacturing. *Tirpude's National Journal of Business Research*, 4 (1), 129-143.

<sup>43</sup> Hossein Vazifehdoost, Sima Hooshmand, & Ebrahim Dehafarin, (2012). The Effects of Internal Marketing and Organizational Commitment on Bank's Success. *International Journal of Business and Commerce*, 1 (9), 01-15.

<sup>44</sup> Hsiow-Ling Hsieh, (2012). Building employees' organisational commitment with LMX: The mediating role of supervisor support. *Global Journal of Engineering Education*, 14 (3), 250-255.

context towards employees when it comes to the link with LMX and organisational commitment in Chinese banks. The study showed that a supervisor's considerations for their subordinates can lead to employees feeling which is important within the organisation and that appropriate encouragement could inspire employees to dedicate more effort towards the organisation.

**Kamarul Azman Khamis, et al., (2012)**<sup>45</sup> reported in the research the extent to which job satisfaction correlated with organizational commitment focusing on bank employees specifically and private sector generally. The study also tried to identify the strongest variables of job satisfaction that contribute towards organization commitment. A sample of 200 respondents was randomly chosen in this survey which 150 respondents gave the feedback. Correlation and regression analysis were being used to determine the relationship between job satisfaction variables (company policy, salary, working condition, interpersonal relation and advancement) and organizational commitment. The result from hypotheses testing had shown that all independent variables had positive relationship with organizational commitment. Furthermore, the result on regression also shows that advancement had the strongest relationship with organizational commitment compare to other variables. As a conclusion, they believed that the results could be used by organizations to increase their employees' commitment and lead to further research in the future.

**Khurram Zafar Awan and Faisal Jamil, (2012)**<sup>46</sup> observed in the research that the was to determine the some differences in level of job stress of permanent employees in public sector and private sector banks Islamabad, Pakistan. 6 banks in Islamabad were selected at randomly for survey and collected data through structured and close ended questionnaire. The seven dimensions were used for measuring job stress construct which was developed by NIOSH (National Institute of Occupational Safety and Health). 200 questionnaires were distributed among the employees who were working in these public and private banks and 104 employees responded out of 200 employees. The results were shown that there were some differences in overall job stress level.

<sup>45</sup> Kamarul Azman Khamis, Ramli Saad, Daing Maruak Sadek, Azyyati Anuar, & Mohd Radzi Mohd Khir, (2012). Job satisfaction related with organizational commitment: a study on bank employees at Northern region, Malaysia. (*Elixir International Journal*), 48 (1), 9206-9211.

<sup>46</sup> Khurram Zafar Awan, & Faisal Jamil, (2012). A Comparative Analysis: Differences in overall job stress level of permanent employees in Private and Public sector banks. *International Journal of Economics and Management Sciences*, 1 (10), 45-58.