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**ORGANIZATIONAL COMMITMENT AS MEDIATOR OF THE
 RELATIONSHIP BETWEEN JOB SATISFACTION AND
 PERFORMANCE IN THE COMMERCIAL BANKS IN SRI LANKA- A
 STUDY**

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ABSTRACT

The purpose of this study was to investigate the relationship among job satisfaction, organizational commitment and job performance of non - managerial employees in the commercial banks in Sri Lanka. The sample consisted of 400 non - managerial employees randomly selected from Systemically Important Banks. A questionnaire was administered among the non - managerial employees as the measuring instrument. The collected data were analyzed using correlation coefficient and simple regression. The results of the study indicated that there was a positive relationship between job satisfaction and job performance, job satisfaction and organizational commitment, organizational commitment and job performance. Organizational commitment was found to mediate the relationship between job satisfaction and job performance of non-managerial employees in the commercial banks in Sri Lanka.

KEYWORDS: *Organizational Commitment, Job Satisfaction, Job Performance, Mediating Effect*

INTRODUCTION

The importance of human factor has not decreased because the human involvement is yet to be considered as a significant element in the banking sector. The quality of the staff has significant impact on the customer satisfaction and overall performance of the banking sector.

Job Performance (JP), Job Satisfaction (JS) and Organizational Commitment (OC) of the employees are the key factors in deciding the success or failure of any organization. Banking being a service sector industry, these factors are further significant because the well satisfied, high committed and high performed employees are more crucial for the customer satisfaction and overall performance.

Gabbott and Hogg (1997) argue that employees' JP in particular is considered to be a key individual outcome in the financial and banking services context. In this context, bank employees play an important role in delivering high quality services, promoting the corporate image and improving customer satisfaction (Karatepe and Tekinkus, 2006). Thus, the enhancing the JP of the employees is the high priority of any manager. Lots of researchers and practitioners have focused their researches to find out the antecedents of JP. Among them, personality (Ones & Viswesvaran, 2001), job satisfaction (Iaffaldano & Muchinsky, 1985, Judge *et al.*, 2001), Organizational commitment (Baugh & Roberts, 1994; Meyer *et al.*, 1993), Job involvement (Brown, 1996; Robbins, 2003), work attitudes-organizational commitment and job involvement- (Blau, 1986), motivation (Moorhead and Griffin, 1999), organizational culture (Moorhead and Griffin, 1999), organizational structure (Robbins, 2003), leadership (Mullins, 1996) are the most investigated antecedents of JP. Among them, job satisfaction and organizational commitment are the most significant factors in determining the JP.

JS is a positive emotional response towards the various aspects of job resulting from what the employees want and value from their job (Olsen, 1993). It is closely associated with life satisfaction, job performance, Organizational Commitment, Job Involvement, physical and mental health, absenteeism, turnover, labour problem, labour grievances (Buitendach & De Witte, 2005). Among these different associations, the relationship between JS and job performance has fascinated researchers for decades and several theoretical explanations have been posited to explain this relationship (Schleicher, Watt, & Greguras, 2004). In turn, OC has received substantial attention in past research due to its significant impact on work outcomes. Some researchers point out that organization whose members have higher levels of commitment show higher performance, productivity and lower levels of absenteeism and tardiness. This implies that employees with a high level of commitment tend to take greater effort to perform and invest their resources in the organization.

In reviewing the literature, there exists a substantial amount of research on the relationship between JS and JP whereas a sizable literature has investigated the relationship between JS and OC and OC and JP. Anyway, the mediating effect of OC on the relationship between JS and JP has received little attention in previous researches. In Sri Lanka, there are few researches on the relationship between JS and JP but nothing can be found in the mediating effect of OC on the relationship between JS and JP in the commercial banks. Therefore, it seems that there is a research gap in the commercial banks in Sri Lanka.

Problem Statement

In order to improve the JP of the employees, the managers have to identify the factors affecting to JP and their impact. In reviewing the literature, lots of researchers have identified different factors affecting to JP. Among them, JS and OC of the employees are identified as the most influential factors which shape the employees' JP. In turn, there are relationship between JS and

OC and OC and JP. Anyway, there were no researches on the mediating effect of OC in the banking sector in Sri Lanka. Therefore, the problems addressed in this study are to investigate:

1. How and in what ways does JS and OC affect on JP of non - managerial Employees in the commercial banks in Sri Lanka?
2. Does OC mediate the relationship between JS and JP of non-managerial employees in the commercial banks in Sri Lanka?

Objectives of the Study

1. To identify the relationship between JS and JP of non-managerial employees in the commercial banks
2. To investigate the impact of JS on OC of non-managerial employees in the commercial banks
3. To identify the relationship between OC and JP of non-managerial employees in the commercial banks
4. To identify whether the OC can be used as a mediating variable between JS and JP among the non-managerial employees in the commercial banks

LITERATURE REVIEW

Job Performance

Traditionally, JP was evaluated in terms of the proficiency with which an individual carried out the tasks that were specified in their job description. It has been conceptualized in terms of the execution and completion of well-defined task as a one dimension (Borman & Motowidlo, 1993). According to Moorhead and Griffin (1999), JP is all of the total set of work related behaviors that the organization expects from the individuals to display. Motowidlo, Borman and Schmit (1997) define JP as behaviors or activities that are oriented towards the organization's goals and objectives. However, the changing nature of work and organizations has challenged traditional views of JP. Today, JP is defined as a multidimensional construct.

The Task Performance (TP) and Contextual Performance (CP) have been received the most attention in the recent research (Borman and Motowidlo, 1993). According to Borman and Motowidlo (1993) the TP is the behavior that is directly linked with completion of the job. When employees use technical skills and knowledge to produce goods or services through the organization's core technical processes, or when they accomplished specialized tasks that support these core functions, they are engaging in TP. Task related behaviors contribute to the technical core of the organization. Furthermore, they explain TP including those aspects of a job that contribute directly to the technical object of the organization. These behaviors are predominantly task oriented and are included in formal job descriptions and may represent a key performance indicator. Behaviour in the domain of TP is usually recognized as a formal requirement of an individuals' job. Job description often explicitly stipulates that the job holders must perform these activities. According to another conceptualization on TP refers to activities that are formally part of a worker's job. These activities are two types. The first type includes activities that contribute directly to the "technical core" of the organization and the second type includes activities that support the technical core. TP involves all behaviors that are directly

relevant to main job functions and in short, is the proficiency of activities that formally are recognized as part of workers “job” (Borman and Motowidlo, 1993).

Borman and Motowidlo (1993) define CP as an individual’s performance, which maintain and enhances an organization’s social network and the psychological climate that supports technical tasks. CP is comprised of interpersonal behaviors or actions that benefit the organization. Furthermore, they explained that CP includes activities that may not represent formal work tasks although they still make an important contribution to the effectiveness of an organization. This type of performance is often not written in a job description but it is considered to be an important component of JP. CP is behavior that contributes to the culture and climate of the organization. It is the context within which transformation and maintenance activities are carried out. CP consist the behavior of volunteering for extra work, persisting with enthusiasm, helping and cooperating with others, following rules and procedures and supporting or defending the organization (Motowidlo and Schmit, 1999). Borman&Motowidlo (1993), define CP as behaviors that shape the organizational, social and psychological context that serve as catalyst for task activities and processes.

Job Satisfaction

According to the literature, there are various conceptualizations of JS. Most researchers conceptualize it as cognitive, affective and evaluative reactions. Locke (1976) defines JS as a pleasurable or positive emotional states resulting from the appraisal of one’s job or job experience. JS is a result of employee’s perception of how well their job provides those things that are viewed as important. According to Henne and Locke (1985), JS is an emotional response to a value judgment by an individual worker. If his job values are perceived as being fulfilled, he will experience the pleasurable emotions of satisfaction; if they are perceived as being frustrated, he will experience the unpleasurable emotion of dissatisfaction. The intensity of these emotional reactions will depend on the importance of the values whose fulfillment is being facilitated or frustrated by the work experience.

Some researchers define JS in terms of feeling, attitudes and beliefs. Robbins (2000) defines JS as a subjective measure of worker attitudes, that is, an individual’s general attitudes to his or her job. A person with high JS holds positive attitudes towards the job and one who is dissatisfied with, has negative attitudes toward it. George and Jones (1996) define it as “the collection of feeling and beliefs that people have about their current jobs. Ivancevich and Mattson (2005) defines JS as an attitude that individuals have towards their jobs which stems from their perception of their jobs and the degree to which there is a good fit between the individual and the organization.

Organizational Commitment

OC researchers can be divided into two major camps, those who view OC as an attitude and those who view it as behaviors (Meyer and Allen, 1991). They regard attitudinal commitment as the way people feel and think about their organizations. That is the employee attitude that reflects the nature and quality of the linkage between an employee and an organization. Behavioral commitment reflects the way individual have become locked into the organizations.

According to Poter et al., (1984) an attitudinal perspective refers to the psychological attachment or Affective Commitment (AC) formed by an employee in relation to his identification and involvement with the respective organization. They further explain this as “an attachment to the organization, characterized by intention to remain in it, identification with the values and goals of the organization, and a willingness to exert extra effort on its behalf.” It is considered to be the linkage between the individual employee and the organization because of individuals consider the extent to which their own values and goals related to that of the organization as part of OC.

Behavioral perspectives of OC is explained under the side bet theory (Becker, 1960) Side bets theory refers to the accumulation of investments valued by the individual which would be lost if she or he were to leave the organization (Becker, 1960). According to this theory individuals are committed to the organization as far as they hold their positions, irrespective of the stressful condition they experience. However, if they have been given alternative benefits, they will not to leave the organization. Mowday, Poter and Steers (1982) support the Becker’s view and describe OC as a behavior relating to the process by which individuals become locked in to a certain organization.

Mayer and Allen (1990) viewed OC as multidimensional concept. They proposed a Three-Component Model, including: Affective Commitment (AC), continuance commitment (CC), and normative commitment (NC). AC refers to the employee’s emotional attachment to, identification with, and involvement in the organization. CC refers to commitment based on the costs that the employee associates with leaving the organization due to the high cost of leaving. NC refers to an employee’s feeling of obligation to remain with the organization based on the employee having internalized the values and goals of the organization.

Job Satisfaction, Organizational Commitment and Job Performance

Previous research has devoted a great deal of attention to the relationship between JS and JP. Locke (1970) ,Iaffaldano&Muchinsky (1985), Abedel-Halim (1980), Parasuraman and Futrell (1983) ,Rao (2000), Judge et al., (2001) , Sullivan and Bhaget (1992), Petty, McGee &Cavender (1984). Many studies revealed strong correlations between JS and OC. Poter& Steers (1973),Chen(2007),Clark & Larkin(1992),Mathieu and Zajac, (1990),Mathieu and Hamel (1989),Benkhoff (1997),Price and Mueller (1981),Iverson and Roy (1994),Yousef (2000),Samad (2005),Taunton et al.,(1989),Williams and Hazer (1986).Previous research have studied the relationship between OC and JP and found positive relationship.Riketta (2002), Matheiu&Zajac (1990), Baugh and Roberts(1994),Meyer & Allen (1997) ,Randall (1990), Rao (2000), Mowday et al., (1982), Mitchell & Larson (1987), Keller (1997), Brett et al., (1995),Ward and Davis (1995).Based on these empirical evidences, the following hypotheses are formulated.

H1: There is a positive relationship between JS and JP of non-managerial employees in the commercial banks.

H2: There is a positive relationship between JS and OC of non-managerial employees in the commercial banks.

H3:There is a positive relationship between OC and JP of non-managerial employees in the commercial banks.

H4: OC mediates the relationship between JS and JP of non-managerial employees in the commercial banks.

RESEARCH METHODOLOGY

The research design

The current study employed a correlational research design in order to explore the relationship between non-managerial employees' JS (independent variable) and non - managerial employees' JP (dependent variable). OC is the mediating variable. This field study is conducted in natural environment in banking sector under non-contrived settings. The unit of study is individual.

Population and Sample

The population of this study is all the permanent non - managerial employees who work in Systemically Important Banks (highly performed commercial banks) in Sri Lanka. The sample for this study was randomly selected 400 non - managerial employees employed in Systemically Important Banks.

The sampling method

Firstly, The Systemically Important Banks (SIBs) - Bank of Ceylon, Peoples Bank, Commercial Bank, Hatton National Bank, Sampath Bank and Seylan Bank- were selected. The convenient sampling method is used to select the branches of the bank which was situated in Colombo, Kurunegala and Anuradhapura. Then, with the consultation of the branch manager, four permanent non-managerial employees were selected in random basis.

Measures

Non - managerial employees' JP was the dependent variable and JS of the non-managerial employees is the independent variable of this research. OC of non-managerial employees is the mediating variable. These variables were measured using a questionnaire which was originally developed by the researcher. The questionnaire was separated into three sections for demographic data, work related attitudes (JS & OC) and JP. Six questions were included to get the demographic information. The JP was measured including 19 questions under two dimensions (Task performance and Contextual performance). Under the work related attitudes, the level of JS and OC of the non - managerial employees in the banking sector were tested. 16 questions were used to measure the JS under six dimensions (Work itself, pay, promotion, supervision, coworkers and working condition). Nine questions were included to test the OC of the non-managerial employees under two dimensions (Willingness to display effort and Desire to belong to the organization). The total questions were 50.

Validity and Reliability

The questionnaire which was prepared for non-managerial employees consists of 03 instruments (JS, OC and JP). All these instruments have been developed after correctly identifying the relevant dimensions and indicators. Therefore, it can be assured that the instrument has content validity. In developing OC instrument, Affective OC Scale, which was created by Meyer, Allen and Smith (1993), OC questionnaire, created by Meyer, Allen (1997) were considered. When developing JP questionnaire, Motowidlo and Van Scotter's (1994) 15 items scale of OCB and Task and Overall performance scale of Borman, and Ackerman (1994) were considered.

TABLE 01 - ALPHA VALUE FOR TEST RETESTS RELIABILITY

Variables	Alpha value
Job Performance	0.87
Job Satisfaction	0.90
Organizational Commitment	0.74

It can be concluded that the instruments possesses high test retest reliability as there is a significant high correlation between the responses of the two administrations.

The table 02 shows the Cronbach coefficient alpha for each instrument. According to the data, each item is correlated with other item across the entire sample and the internal consistency reliability is satisfactory.

TABLE 02 - CRONBACH COEFFICIENT ALPHA VALUE FOR INTERNAL CONSISTENCY

Variables	Alpha value –range
Job Performance	0.91
Job Satisfaction	0.90
Organizational Commitment	0.73

Methods of data analysis

The data analysis included univariate, bivariate and multivariate analyses. Collected data were analyzed using the SPSS data analysis package.

Results

The results of the univariate data are given in table 03. According to the data, the level of JS is in high level among the non-managerial employees who work in banking sector. The JP and OC are at moderate level.

TABLE 03- THE RESULTS OF UNIVARIATE ANALYSIS

	Mean	Std. Deviation
Job Satisfaction	3.50	0.57
Organizational Commitment	3.01	0.52
Job Performance	3.00	0.39

TABLE 04- CORRELATION COEFFICIENT BETWEEN INDEPENDENT AND DEPENDENT VARIABLES

Variables	1	2	3
1. Job Satisfaction	-		
2. Organizational Commitment	0.32(**)	-	
3. Job Performance	0.31(**)	0.67(**)	-

** Correlation is significant at the 0.01 level.

TABLE 05 - RESULTS OF SIMPLE REGRESSION ANALYSIS

	JS & JP	OC & JP	JS & OC
R Square	0.134	0.381	0.057
Adjusted R Square	0.131	0.379	0.055
F Value	15.913	155.52	24.15
Significance	0.00	0.00	0.00
β	0.127	0.398	0.220

Table 05 presents the results of the regression analysis. According to the table, JS and OC have significantly and positively correlated to JP whereas JS has also significantly and positively correlated to OC.

TABLE 06- REGRESSION ANALYSIS OF ORGANIZATIONAL COMMITMENT MEDIATING JOB SATISFACTION-JOB PERFORMANCE RELATIONSHIP

	Step 01	Step 02
Job Satisfaction β	0.127(**)	0.042
Organizational Commitment β	-	0.387(**)
R	0.184	0.533
R ²	0.034	0.284
F value	13.91	139.05

** Correlation is significant at the 0.01 level.

According to the results of table 06, the introduction of OC in the analysis reduces the impact of JS. The β has dropped from 0.13 ($P < 0.01$) in step 01 to 0.04 in step 02. OC remains a significant predictor in the last analysis. ($\beta = 0.39, P < 0.01$)

DISCUSSION

The objectives of this study were to investigate the mediating effect of OC on the relationship between JS and JP of the non-managerial employees in the commercial banks in Sri Lanka and to identify the relationships of JS and JP, JS and OC, OC and JP of the non-managerial employees in the commercial banks in Sri Lanka. For this purpose, four hypotheses were formulated.

By considering the hypothesis one, the results of correlation coefficient and regression analysis indicated that JS of the non-managerial employees has positively and significantly correlated to their JP. The second hypothesis was that there was a positive relationship between JS and OC. It was confirmed that the relationship between JS and OC of non-managerial employees in the commercial banks has significantly and positively correlated. There is statistical evidence to accept the third hypothesis which was formulated in this study. The OC of the non-managerial employees has significantly and positively correlated to JP. It was the strongest correlation among the variables. It has significantly explained 38.1 % of the variance in job performance. Furthermore, the researcher formulated a hypothesis to investigate the mediating effect of OC on

the relationship between JS and JP. For this purpose, the three steps which were recommended by Baron and Kenny in 1986 were used. According to these authors, the first, the mediator should be predicted by the independent variable. Table 05 already showed that OC can be predicted by the JS. The Second, the dependent variable should be predicted by the mediator and the independent variable. The results in table 05 showed that JP can be predicted by JS and OC. The data suggested that there is an evidence for the first and second steps of Baron and Kenny's procedure. Last, the dependent variable should be regressed on the independent variable, controlling for the mediator. According to the results of table 06, the introduction of OC in the analysis reduces the impact of JS .The β has dropped from 0.13 ($P < 0.01$) in step 01 to 0.04 in step 02. OC remains a significant predictor in the last analysis. ($\beta = 0.39, P < 0.01$). Therefore, according to Baron and Kenny (1986), it can be assumed that there is a full mediation in this case. Thus, the final hypothesis can be accepted.

CONCLUSION

Based on the results of the study, it can be concluded that there is a full mediating effect of OC of the non-managerial employees on the relationship between JS and JP of the non-managerial employees. In addition to that, the correlation between OC and JP is stronger than the correlations between JS and JP, JS and OC. Therefore, the strategists in the banking sector have to consider this scenario when they are formulating strategies regarding their human capital.

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