

The Impact of Working Environment on Organizational Commitment; Evidence from Banking Sector of Pakistan

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Abstract— In the modern era, organizations are facing several challenges due to the dynamic nature of the environment. In order to increase efficiency, effectiveness, productivity and job commitment of employees, the business must satisfy the needs of its employees by providing good working conditions. The objective of this paper is to analyze the impact of working environment on organizational commitment, for this purpose we conducted quantitative research of our study from banking sector (ABPL). The questionnaire was adopted from the previous validated survey. We used random sampling with convenient technique for sampling and took 55 employees as sample. Most of the result indicates that there is positive link between working environment and organizational commitment. The study concludes with some brief prospects that the businesses need to realize the importance of good working environment for maximizing the level of organizational commitment. This paper may benefit society by encouraging people to contribute more to their jobs and may help them in their personal growth and development.

Keywords—Employee commitment, productivity, working condition, working environment, society

1. INTRODUCTION

Prestigious performance companies consider that employee commitment is a premier contributing factor to the organizational success and composing value. A great attention and importance were given to the study of organizational commitment in the recent years (Mowdy, Porter, & Steers, 1982). An engaged workforce is very beneficial for the organization because they add value to the organizational success and they work for the interest of the organization, the three drivers of the employee commitment are fulfilment, fairness and care & concern for the workforce, in addition to this, committed employees feel satisfaction and they enjoy their work because they feel happy that they are contributing their work for organization which is ultimately adding value to the organizational objectives, moreover employees who are trusted by their leadership and who have trust in their leadership have a great dedication and at the end they prove more productive at their jobs. Commitment entails the apparent behavior, for example people devote time, energy to fulfil their job responsibilities along with the sacrifice of their family time, personnel, community and spiritual obligation. Different researchers define commitment in various ways, from the past few years some definition are as follows;

“An obliging force which demands that a person should honor its commitment in the good or bad time of the organization and in the fluctuating situations” (Brown, 1996)

“The mental attachment a person feel with the organization and it is reflected by the attitude of a person that how he adopts the characteristics or perspective of the organization” (O’Reilly & Chatman, 1986)

Committed people are very much important for the organization because they know the way how to do work in a perfect way and in less time with the usage of fewer resources, organization those who have committed employee they do have more chances to gain growth in business. According to Robbins “organizational commitment is a state in which employee wishes to stay in it and contribute in its success through his skills and knowledge”. Study shows that if organization reduces its commitment for his employee it is for sure that employee will also reduce his commitment for the organization, we can say that it is give and take situation, such as if an organization want committed employees then the organization should do the same and should show the commitment towards employees. There are many reasons for which an organization should increase the level of satisfaction for their employees (Blanchard, 1990) first, Commitment is positively related with some outcomes like job satisfaction, presence, job performance and organizational behaviour (Allen & Meyer, 1997) and negatively related with the tendency to quit job, and secondly commitment is a new concept and it is different from the job satisfaction, for example if a nurse works in a hospital and

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she is absolutely satisfied with her job contents but she is not satisfied with the working conditions of the organization then she will look for another organization with same job but different organizational environment, so it is necessary to synchronize working environment with the content of jobs so that employees can work in a more better and committed way.

2. LITERATURE REVIEW

Working conditions have much more impact on the organizational commitment. The working environment consists of two broader dimensions such as work and context. Many businesses fail to evaluate the importance of working condition for their business as it seems that these organizations are externally weak and are unable to introduce the innovative products (Aiken, 2002). There are specific types of working conditions. One of them is wage payment, Researcher mentioned that employers pay wages according to the per piece rate irrespective of the time spent on its production (Smith, 1998) and bad working conditions may have negative impact on the employee working health (Johansson, 2010). Due to bad working conditions some workers may leave the organization (Hasselhorn, 2003). If the worker employed in a bad working conditions it may affect in two ways, First the risks minimize their exposure time at work and second it may cause the increase in absenteeism of employee and effect their working health (Johansson P. P., 1996). Working environment closely link to the job satisfaction and job satisfaction consist of two dimensions: one is intrinsic satisfaction and second is the physical satisfaction with working environment (Sousa-Poza, 2000).

Most business ignores the working environment in their organization resulting in an adverse effect on their performance. The working environment consists of safety to employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well and participation in the decision making process of the firm (Spector, 1997) Different factors within the working environment such as wages, working hours, autonomy given to employees, organizational structure and communication between employees & management may affect job satisfaction (Lane, 2010). A person who works in bad working conditions, working condition is an important factor for organizational commitment, so the workers who work under this condition are dissatisfied or less committed through this factor, to improve commitment and performance there is a need to improve working conditions (Bakotic, 2013).

Organizational commitment is that which describe the emotional attachments of someone's towards his or her work (Porter, 1974) or organizational commitment is associated with the turnover and working conditions (Becker, 1960) Moreover commitment is a state in which the person honor its attachment with organization even in the fluctuating time (Brown, 1996) With the passage of time, three new elements were introduced and these elements are effective, normative and continues (Allen, 1990) the effective element is the emotional attachment or involvement in the organization whereas continues commitment is the employee's cost for leaving the organization (Allen, 1990) The latest addition to the commitment model is normative commitment in which employee feels a responsibility to support and remain in an organization (Allen, 1990) Extremely loyal staff are less likely to leave the organization instead of those who are less loyal (Firth, 2004) , higher level of commitment cause to the lower level of turnover (Price, 1981) and lack of commitment by employees cause to the high cost and poor services (sherwin, May june 1972). According to Allen and Mayer organizational commitment is a mental relationship between organization and its employees which reduce the voluntary exit of employee from the job (Allen & Meyer, 1997).

Organizational commitment have both advantages and some limitation liked with the working conditions (Lane, 2010) some advantages are Increased job satisfaction (Vandenberg, 1992) Increased job performance (Mathieu, 1990) Increased sales (Barber, 1999) Decreased employee turnover (Cohen, 1991) Decreased absenteeism (Cohen, Age and tenure in relation to organizational commitment: A meta-analysis, 1993). It is assumed that work environment can influence individual's creative behavior (Amabile, 1988) and organizational commitment is also related to the demographic, it is said that commitment is closely related to the age of personnel's (Heribiniak, 1974), education (Koch & Steers, 1976). Organizational commitment is the second stage of the organizational attachment (Steers & Porter, 1979).

3. HYPOTHESES DEVELOPMENT

3.1. Job Satisfaction

(Vroom, 1965) Says that Job satisfaction is an orientation of emotions that employees possess towards role they are performing at the work place. Job Satisfaction is the essential component for employee motivation and encouragement towards better performance. (Hoppok & Spielgler, 1938) Defines job satisfaction as the integrated set of psychological, physiological and environmental conditions that encourage employees to admit that they are satisfied or happy with their jobs .Further, the role of employees at workplace is emphasized as there is an influence of various elements on an employee within the organization, (Clark, 1997) argue that if employees are not satisfied with the task assigned to them, they are not certain about factors such as their rights, working conditions are unsafe, co-workers are not cooperative, supervisor is not giving them respect and they are not considered in

the decision making process; resulting them to feel separate from the organization. Furthermore, he highlighted that in current times, firms cannot afford dissatisfied employees as they will not perform up to the standards or the expectations of their supervisor, they will be fired, resulting firms to bear additional costs for recruiting new staff. So, it is beneficial for firms to provide flexible working environment to employees where they feel their opinions are valued and they are a part of the organization. Employee morale should be high as it will be reflected in their performance because with low morale, they will make lesser efforts to improve.

3.2. Working Environment

(Spector, 1997)Observed that most businesses ignore the working environment within their organization resulting in an adverse effect on the performance of their employees, according to him, working environment consists of safety to employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well and participation in the decision-making process of the firm. He further elaborated that once employees realize that the firm considers them important, they will have high level of commitment and a sense of ownership for their organization. Different factors within the working environment such as wages, working hours, autonomy given to employees, organizational structure and communication between employees & management may affect job satisfaction(Lane, Esser, Holte, & Anne, 2010). (Arnetz, 1999)Argue that in organizations, can be observed that mostly employees have problems with their supervisor who is not giving them the respect they deserve. Supervisors also show harsh behaviors to employees due to which they are not comfortable to share good and innovative ideas with their supervisors.

3.3. Affective Commitment

(Meyer & Herscovitch, 2001)explanation that AC predicts a wider range of behaviours more strongly than do NC or CC: it could be that rather than AC being an inherently stronger/broader binding force, perhaps AC is typically a better predictor of non-turnover behaviours such as absenteeism, job performance, and citizenship because its items do not specifically reflect turnover cognitions while the NCS and CCS items do. By drawing the respondent's attention to turnover cognitions, the NCS and CCS items might cause respondents to perceive them as relevant only to that outcome, and thus mute their reflection on how these forms of commitment bind them to non-turnover related outcomes.

3.4. Continuance Commitment

(Meyer, Becker, & Van, "Social Identities and Commitments at Work: Toward an Integrative Model",, 2006) Recently proposed that CC has an affective component, in that an employee's experience of CC should be characterized by feelings such as anxiety or security/insecurity concerning the sunk costs and side bets that tie them to the organization, respondents being 'afraid' of what might happen if they lost their job—another of the CCS items does mention a general 'feeling' about their commitment). Thus, like the NCS, the CCS may no longer be up-to-date with respect to recent conceptual modifications to the construct; in this case there is a need for items that capture this affective dimension.

3.5. Statement of the Problem

Bad working environment give negative effect on the employee performance and employee commitment towards organization which immensely contribute to the failure of the organizational performance. Organizational commitment is a tough task which cannot be easily achieved; due to some problems based on the fact. It can be possible because of good working environment. In what way employee and employer can create good working environment, and how an organization can achieve its goals by giving satisfaction through good working environment. The aim of the study is to examine the impact of working environment on organizational commitment.

3.6. Hypotheses

H1a; Job satisfaction has positive link with affective commitment.

H1b; Job satisfaction has positive link with continuance commitment.

H2a; Top management & esteem need has positive link with affective commitment.

H2b; Top management & esteem need has positive link with continuance commitment.

H3a; Safety work & job security has positive link with affective commitment.

H3b; Safety work & job security has positive link with continuance commitment.

H4a; Relationship with co-workers has positive link with affective commitment.

H4b; Relationship with co-workers has positive link with continuance commitment.

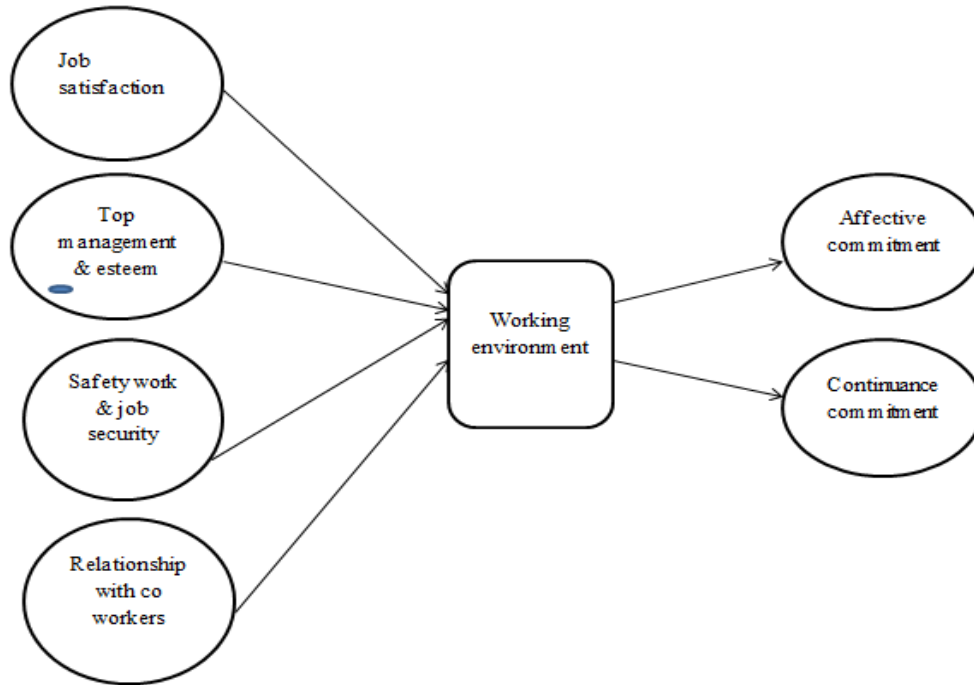


Figure 1 Theoretical Framework

3.7. Objectives of the Study

The study will achieve the following objectives;

- To examine whether job satisfaction has positive effect on affective commitment.
- To check that whether job satisfaction has positive effect on continuance commitment.
- To examine the effect of top management & esteem need on affective commitment.
- To analyze the impact of top management & esteem need on continuance commitment.
- To know that whether safety work & job security has positive link with affective commitment.
- To check the positivity of safety work & job security with continuance commitment.
- To examine the positivity of relationship with co-workers on affective commitment.
- To check the positivity of relationship with co-workers on continuance commitment.

4. METHODOLOGY

In this section, we are going to tell the study setting, time horizon, population of our study, type of investigation, sample and sampling techniques, data collection method and measurement techniques.

4.1. Research Design

In this section we are going to explain that study setting of our research is natural that we didn't conduct any kind of special setup to gather data related to our topic, moreover this is correlational kind of study, time horizon of our study is approximately four months, this is cross sectional type of study and the type of investigation is quantitative. We took unit of analysis for our study from the banking sector, individual employees of the banking sector.

4.2. Population and Sample Size

There are total 65 banks are working in the Pakistan some of them are public, some of them are private, Islamic, foreign, investment and specialized banks. We randomly target the banking sector of Lahore and took allied bank as our sample bank in the area of Lahore. Allied bank has the largest setup of online branches in all over the Pakistan with almost 830 branches and it specifically has 45 branches in Lahore. So, we used random sampling technique and further we focused on the convenient sampling.

4.3. Data Collection Method

We use questionnaire to collect the data from our samples. For this purpose, we took 55 questionnaires and give them to the employees of ABPL to fill them up and after that we took 50 questionnaires back from them after one day. The questionnaires were distributed by hands.

5. MEASURES

5.1. Working Environment

Working environment questionnaire along with the indicators job satisfaction, Top management & esteem need, relationship with co-workers, job security and work hours adopted from the (Raziqa & Raheela, 2015), to check the data we used 7-point Likert scale ranging from the entirely disagree, mostly disagree, somewhat disagree, neutral, somewhat agree, mostly agree, entirely agree.

5.2. Organizational Commitment

The questionnaire of organizational commitment (affective & continuance) was taken from the (Allen N. M., 1990) and the main aim of selecting employees from banks is to get opinion from a diverse group of employees so that the results can be generalized.

5.3. Response Rate

There were total 55 questionnaires from which we received back 50 questionnaires, so we used the following formula to retrieve the response rate of our data;

$$\text{Numbers of questionnaire received/Total number of questionnaires} * 100$$
$$50/55 * 100$$

According to this formula the response rate of our data was approximately 90%.

6. DATA ANALYSES AND SOFTWARE TECHNIQUE

Mostly scholars believe that the most reliable and suitable instruments for study and to analyze our data are statistical packages (Buglear, 2005), so all analysis was performed by using the software “statistical package for social sciences”.

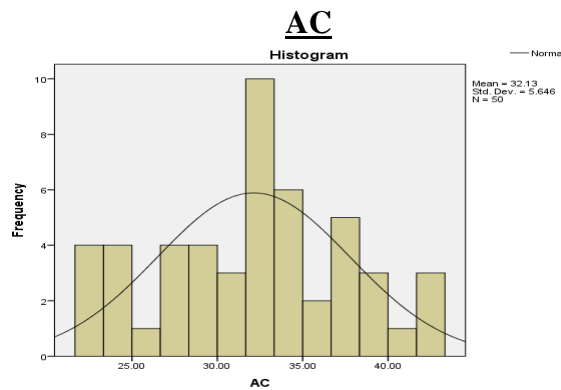
The below is the frequency table of our data which shows the credentials and percentage of our data. There are total 90% response rate from the employees of banking sector from which the 62% are male and 19% are female, which shows that male has more tendency to do jobs in banking sector than female. From our data 50% graduate and 50% are masters, and 76% of our data has experience of less than 5 years and 24% of data has experience from 5-10 years. There are 80% of our data from 21-30, 18% are from 31-40 and 2% are from 41-50.

Table # 2
Frequency table

	Frequencies	Percentage
Age		
21-30	40	80.0
31-40	9	18.00
41-50	1	2.00
Gender		
Male	31	62.00
Female	19	38.00
Education		
Masters	25	50.00
Graduation	25	50.00
Tenure		
Under 5 years	38	76.00
5-10 years	12	24.0

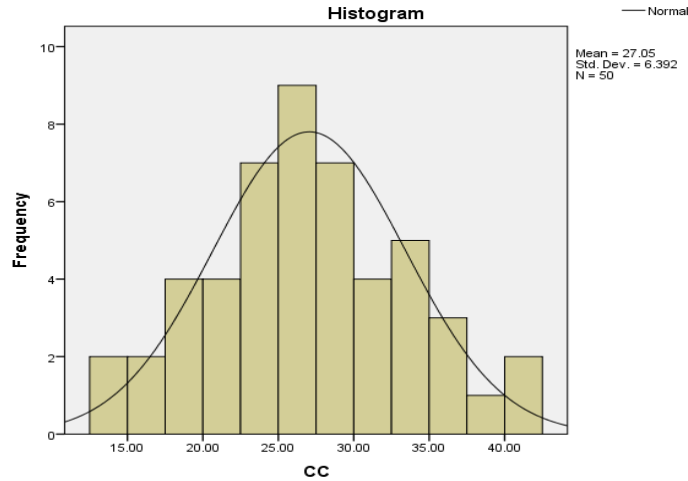
6.1. Normality Checking through Histogram

Now we are going to check the normality of our data through histograms which will show us that whether this data is normal or not. We will conduct normality test separately for each variable.

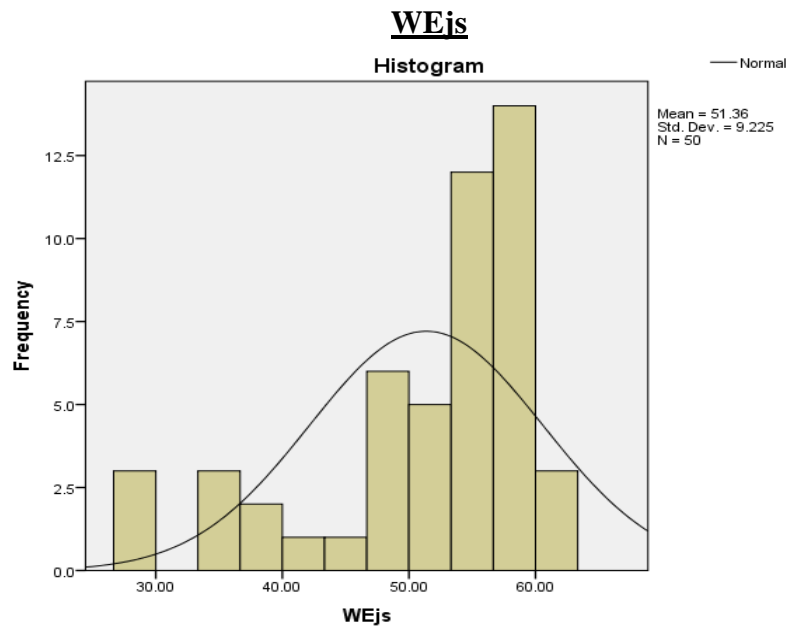


This histogram's chart shows us that the data of affective commitment is perfectly normal, as its skewness is also showing because it is lying between -1.96 to +1.96, and its value is -1.05.

CC

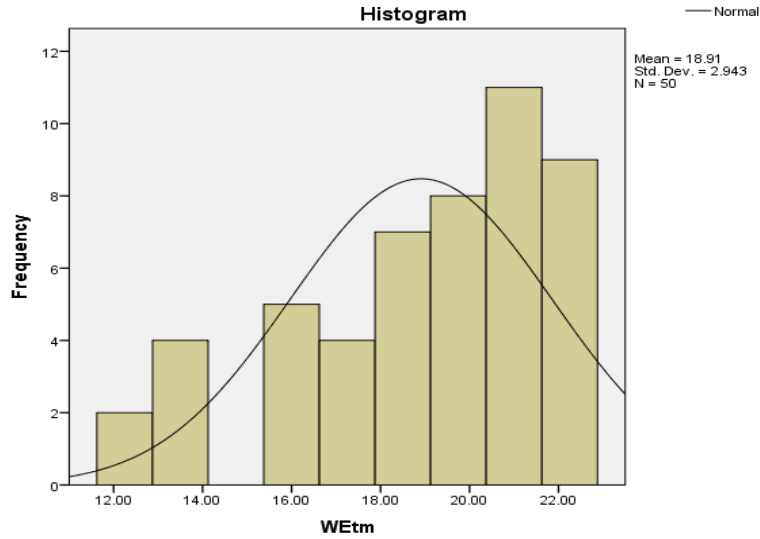


This histogram's chart shows us that the data of continuance commitment is perfectly normal, as its skewness is also showing because it is lying between -1.96 to +1.96, and its value is -0.45.

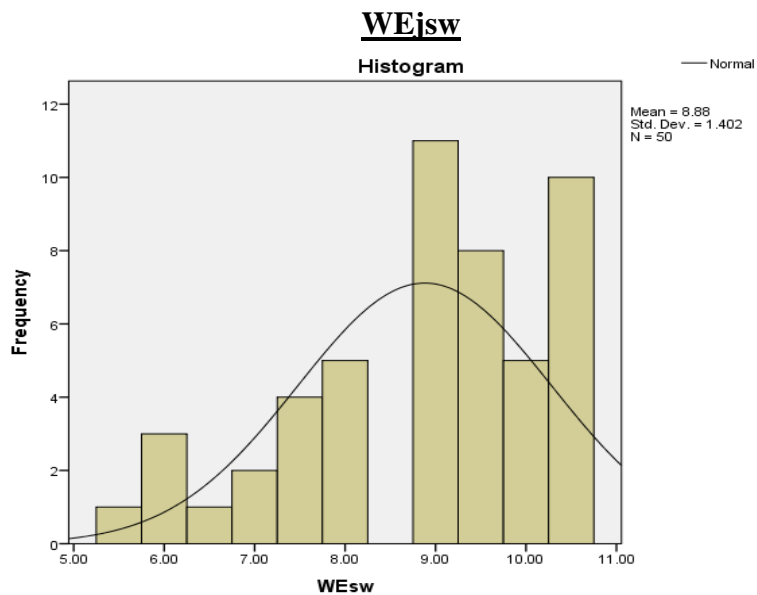


This histogram's chart shows us that the data of working environment job satisfaction is perfectly normal, as its skewness is also showing because it is lying between -1.96 to +1.96, and its value is 1.42.

WEtm

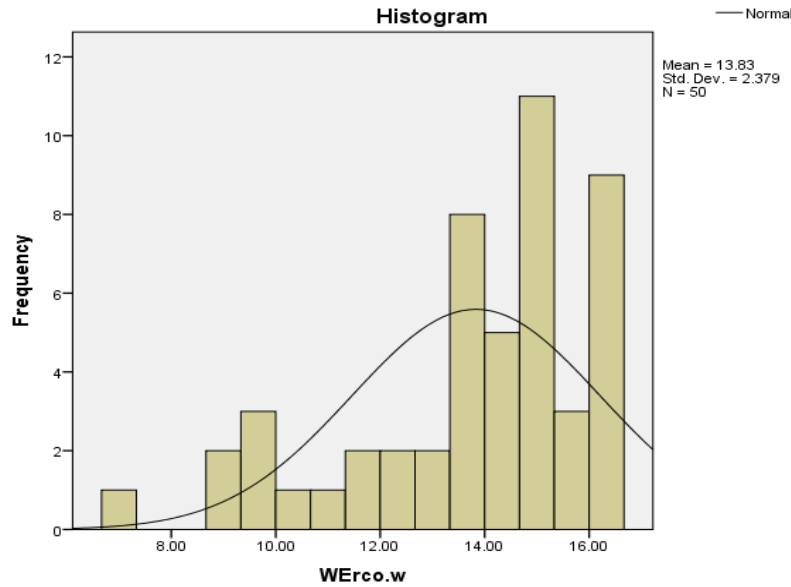


This histogram's chart shows us that the data of working environment top MGT & esteem need doesn't lie in normality, as its skewness is also showing because it is not lying between -1.96 to +1.96, and its value is -0.12.



This histogram's chart shows us that the data of working environment job security and working hours doesn't lie in normality, as its skewness is also showing because it is not lying between -1.96 to +1.96, and its value is -0.401.

WErcw



This histogram’s chart shows us that the data of working environment relationship with co-workers doesn’t lie in normality, as its skewness is also showing because it is not lying between -1.96 to +1.96, and its value is 0.79.

TABLE NO. 1.1

Reliability analysis

SR.#	Variables	Number of items	Cronbach’s alphas
1	Affective commitment	8	.626
2	Continuance commitment	7	.806
3	WE job satisfaction	10	.926
4	WE top MGT. & esteem	4	.866
5	WE safety work & job security	2	.759
6	WE relationships with co. workers	3	.846

There were total 34 questions of which 15 were of organizational commitment and 19 were of working environment including all indicators of working environment. Cronbach alpha of affective commitment is .626 and as we that cronbach alpha above than .5 shows that our data is reliable so the data of affective commitment is reliable. Continuance commitment’s cronbach alpha is .806 which is above than .5 so its data is also reliable, along with dependent variable there are independent variables in which first one

is job satisfaction and its cronbach alpha is .926 which is also reliable, top MGT & esteem need's cronbach alpha is .866, safety work and job security cronbach is .759 and relationship with co-workers cronbach alpha is .846 and all these records shows that the data is reliable.

Table
Correlation analysis

	Affective commitment	Continuance commitment	WE job satisfaction	WE top MGT & esteem	WE safety & job security	WE relationship with co workers
Mean	32.1325	27.0486	51.3640	18.9100	8.8800	13.8333
Standard deviation	5.64604	6.39154	9.22461	2.94228	1.40175	2.37929
AC		.555**	.206	-.011	.250	-.011
CC	.555**		.502*	.249	.089	.283*
WEjs	.206	.502**		.804**	.471**	.748**
WEtm	-.011	.249	.804**		.465**	.802**
WEjsw	.250	.089	.471**	.465**		.451**
WErcw	-.011	.283*	.748**	.802**	.451**	

*Significant at the 0.05% level, **Significant at the 0.01% level, ^Significant at the 5% level

We conducted the correlation analysis to determine the effect of working environment on organizational commitment (affective and continuance) along with the working environment components (job satisfaction, Top management & esteem need, relationship with co-workers, job security and work hours), and the result is showing that AC has significant and positive relation with CC as $r=.555, p=.000$, and CC has positive and significant relation with AC as $r=.555, p=.000$, moreover CC has positive and significant relationship with job satisfaction as $r=.502, p=.000$, CC also has positive and significant link with relationship with co-worker as $r=.283, p=.047$, and job satisfaction has positive and significant relationship with CC, JSW, RCW as $r=.502, .804, .471, .748, p=.000, .000, .001, .000$ respectively. Top management & esteem need has significant and positive link with job satisfaction, JSW, RCW. Safety and work security has significant relation with JS, TM, and RCW. Relationship with co-workers has significant link with CC, JS, TM, JSW, and RCW.

TABLE

Variables	Affective commitment		Continuance commitment	
	Adjusted R square	Unstandardized coefficient	Adjusted R square	Unstandardized coefficient
WE job satisfaction	.022	25.669	.236	9.196
WE top MGT. & esteem	-.021	32.518	.043	16.815
WE safety work & job security	.043	23.205	-.013	23.444
WE relationships with co. workers	-.021	32.483	.061	16.541

This table shows us the adjusted R square and unstandardized coefficient of independent variables which are effecting on the dependent variables. Adjusted R square shows us that job satisfaction is bringing .022% change in the affective commitment along with unstandardized coefficient of 25.669, and job satisfaction is bringing .236% change in the continuance commitment and its unstandardized coefficient is 9.196.

Table # 04

Regression analysis

Variables	Affective commitment	Continuance commitment
WE job satisfaction	.126	.348**
WE top MGT. & esteem	-.020	.541
WE safety work & job security	1.005	.406
WE relationships with co. workers	-.025	.760*

The regression analysis was performed to know the dependency of working environment along with its components like job satisfaction, Top management & esteem need, relationship with co-workers, job security and work hours on organizational commitment (Affective, Continuance). Now the result is that affective commitment and job satisfaction has insignificant model at

$F = (1, 48) = 2.119, P = .152$, continuance commitment depends upon the job satisfaction, this model is significant at $F = (1, 48) = 16.139, P = .000$. Top management esteem need and affective commitment has insignificant (negative) model at $F = (1, 48) = .005, P = .942$, to management esteem need and continuance commitment has insignificant model at $F = (1, 48) = 3.177, P = .081$. Safety work job security and affective commitment has insignificant model at the $F = (1, 48) = 3.189, P = .080$, and safety work job security and continuance commitment also has insignificant model at the $F = (1, 48) = .383, P = .539$. Relationship with co-workers and affective commitment has insignificant at the $F = (1, 48) = .005, P = .941$, whereas relationship with co-workers and continuance commitment has significant model at the $F = (1, 48) = 4.171, P = .047$.

So the regression equation that we can formulate from our retrieved information can be as follows. $Y = ax + b$

$Y =$ dependent variable $X_1 =$ Job satisfaction $X_2 =$ top MGT & esteem $X_3 =$ safety and work security $X_4 =$ relationship with co-workers

$$\text{So } Y = 9.196(x) + .348,$$

$$CC = 16.541(x) + .760$$

7. DISCUSSION

The aim of the study was to discuss and know the impact of working environment on organizational commitment; we took some indicators of working environment like job satisfaction, top management & esteem need, job safety & work security and relationship with co-workers to explain the whole situation in detail. We took the data sector of Pakistani (Lahore) banks employees to know the whole situation correctly. After all the data analysis and results analysis we came to know that some indicators of working environment have strongly positive and most significant relationship with dependent variables (Affective and continuance commitment) and some variables do not have the positive and significant relationship with organizational commitment. Results are showing that job satisfaction and affective commitment has positive relationship according to the banking sector employees. If we talk about the overall situation then working environment is pouring positive affect on the organizational commitment.

The empirical findings suggest that different indicators put negative effect on the state of thinking of employee as our results are showing this situation, now the situation is that employees can change those indicators with the passage of time which affect the employee state of mind to gain commitment related to their work and related to their organisation. As our regression result is showing that the job satisfaction cause to the continuance commitment of the employee as its value is $.348^{**}$, and moreover the relationship with co-workers has a positive and significant dependency on continuance commitment, so we accept the alternative hypothesis in both above situations and reject the alternative hypothesis in remaining other situations. So this research proves that the state of thinking of an employee and the practical implication of some knowledge both are separate things (Allen N. M., 1990), so our research result is almost showing the same situation that it is not matching with the practical knowledge of our daily routine. (Kinzl et al, 2005) Concluded that working environment has positive relationship with opportunities provided to employees by the organization to create organizational commitment, in the modern era, management of workforce has become more difficult because employees are highly qualified and aware of their rights while working in an organization. Therefore, it is imperative that the organizations identify the needs of their employees and satisfy them to ensure effective accomplishment of its goals and objectives. Good working environment increases employee loyalty, level of commitment, efficiency & effectiveness, productivity, and also develops a sense of ownership among employees which ultimately increases organizational effectiveness as well as reduces prohibit cost emerging as a result of dissatisfied employees.

8. CONCLUSION

Working environment has a positive impact on commitment of employees. Bad working conditions restrict employees to portray their capabilities and attain full potential, so it is imperative that the businesses realize the importance of good working environment. This research paper contributes towards the welfare of society as the results create awareness about the importance of good working environment for employee job satisfaction. The study impacts upon the future performance of businesses by taking working environment more seriously within their organizations to increase the motivation and commitment level of their employees. This way the work force can achieve better results. It also ensures that the employees of the organization will have the ease of working in a relaxed and free environment without burden or pressure that would cause their performance to decline. The progress that will be achieved in the business will directly help the economy of a country as developmental efforts will increase. In such conditions, the country will be able to handle the minor problems prevailing as it will be in a strong state to deal with them.

The benefits of providing a good working environment to the employees are tremendous for both the organization and its employees.

During the research certain limitations were there, such as the availability of time to conduct research for obtaining the required data. Time was one of the limitations faced which has restricted us to add more information about the importance of this topic. Another limitation was the access to data that was to be collected from various branches of ABPL. The information gathered was difficult to acquire since the employees of some branches were hesitant to share their true opinions. We took special care of the ethical aspect related to the research by ensuring the respondents that their responses will be anonymous and confidential to which no one will have access. The issue has not been considered previously therefore, now ABPL has an opportunity to utilize the information from this research paper to design their future line of action that can help them ensure their long-term success. Working environments where employees are made a part of the overall decision making process, being given flexible working hours, less work load, a team work approach and a supportive top management have positive impact on the performance of employees. This leads to high level of employee job and organizational commitment, thus making the employees more committed towards their business, more motivated to work hard and more inclined to get high productivity for their firms benefiting their respective businesses in the long run.

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