

Organizational Commitment and Turnover Intentions among The Bankers in Public and Private Sector Banks in Bangladesh: A Comparative Study

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Abstract

This study examines the differences between attitudinal variables like organizational commitment and behavioral variable like turnover intention using bankers from two work settings. The work settings include state owned banking and private banking. The objective of this study is to analyze the organizational commitment and turnover intentions of public sector and private sector work settings and compare them. It is conclusive in nature. 100 bankers of public sector banks and 100 bankers of private sector banks in Bangladesh have been taken as a sample. In this study, the responses of the employees with experience in banking more than 2 years have been included. Less than 2 years durability has been observed as a period of high turnover. Non probability convenient sampling has been used as sampling technique. This study uses General Linear Model to observe the effect of work settings on attitudinal variables and the effect of work settings on the behavioral variable. Work setting was observed significantly affect the reported levels of organizational commitment and turnover intentions. The results of this study also suggest that the attitudes of employees of public sector banks and private sector banks differ with regard to the attitudinal variables addressed in this study.

Keywords: Work settings, Public sector, Private sector, Bank, Organizational Commitment, and Turnover Intention, Productivity, Job Satisfaction.

Introduction

Organizational commitment is important for an organization to maintain a stable and consistent behavior and quality performance of employees. Commitment promotes creativity and innovation in the workplace. Employees treat their organization as their own and try to do work efficiently. This helps to keep the organization competitive in the market. Different studies also reveal that committed employees have a greater tendency to less turnover too. Highly committed employees have less tendency to find out new job which helps focus on work in the workplace and save organization's costs and time, which is incurred due to recruitment and selection and understanding organizational culture. Now the Banks are actively playing important role in providing long term capital as well as short term capital. The banking industry is the most popular one among other financial organizations in our country till now. If any organization fails to make their employee committed to organization, it will face a high turnover, which may result in losing firm's competitiveness in the long run. Employee performance and productivity have also been negatively affected by turnover intention. High turnover also creates instability in the resolution of any conflict between employees and management.

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Problem Statement

According to Kreitner and Kinicki (2008), employees have a tendency to leave their job when their values are inconsistent with organizational values and they have negative feelings about their job and working environment. It is a great challenge for any manager to find out the ways of keeping employees satisfied and minimizing the turnover to get advantage from lower turnover and maximizing productivity. The study of *The Relationship between Employee Commitment and Job Attitude and Its Effect on Service Quality in the Tourism Industry* found that job satisfaction and commitment have been influenced by biographical characteristics of the employees. In our country, very few organizations think about employees' organizational commitment. So, in this study, work settings, some demographic and personal characteristics have been considered to examine the organizational commitment and turnover intention in the banking sector of Bangladesh.

However, many studies observe a positive relationship between organizational commitment and job satisfaction and a negative relationship between organizational commitment and turnover intention; a few studies have been found to consider this negative relationship between organizational commitment and turnover intention in public and private sector work settings among bankers in Bangladesh. A wide range of studies have been pursued to find out the relationship between organizational commitment and turnover intentions of different profession based on different variables like work settings and demographic factors, but a few studies have been observed in the profession of Banker under the context of Bangladesh. Our study is on organizational commitment and turnover intentions among the bankers in the public and private sector work settings in Bangladesh.

Literature Review

Work Settings

Scott (1965) identifies two types of work settings for professionals. These are heteronomous and autonomous. Professional employees are given responsibility which is considerable for explaining and materializing organizational goals, setting standards of performance appraisal and to ensure that determined standards are maintained well in Scott's autonomous work settings. Here the focus is on much more skilled and motivated employees who know the professional norms well, so that external supervision needs to be taken very little. With consistent to Scott's definition, it is considered that public sector banks can be classified in autonomous organization for professionals like Sonali bank, Agrani Bank, Krishi Bank, Janata Bank, etc. In our country, public sector banks are the banks whose majority of the shares is held by the Government. The government holds more than 50% of the shares in public sector banks.

Inspired by the Scott's work settings, Hall examined a wide number of professions to justify the relationship between professionalization and bureaucratization. It was also obtained by Hall, which was observed by Scott (1965) to define the autonomous and heteronomous organization. Except the two categories, Hall also identified another professional work setting of the

organization. This 3rd type of organizational work settings is explained as the department as a part of a large organization. According to Hall, in this type of work settings, works are structured such a way that employees may or may not make any impact on their own work structure. This type of work settings is similar to private banks. In our country, most of the private organizations belong to departmental work settings defined by Hall.

Organizational Commitment

There are different types of definitions and measures of organizational commitment. Becker, Randal, and Riegel (1995) explained organizational commitment in three ways:

- A strong aspiration to sustain as a member of the concerned organization;
- A tendency to provide extensive efforts for the organization.
- To keep faith on and conformity with the values and objectives of the organization.

Northcraft and Neale (1996) state commitment as an attitude that reflects loyalty of an employee to the organization and a continuous process by which employee get involved with the organization for its improvement and prosperity. According to Northcraft and Neale (1996), a wide number of factors like personal, organizational and non-organizational factors influence organizational commitment. Age, tenure in the organization, disposition, internal or external control attributions have been considered as personal factors and job design, the leadership style of supervisor has been considered as organizational factors. On the other hand, they also considered other available alternatives as non-organizational factors in their study.

According to Guest (1991), lower turnover and absence are concerned with high organizational commitment. Guest (1991) also have got an obscure concept regarding relationship between organizational commitment and performance. Performance may not be always affected by organizational commitment. It is also observed that an employee who is dissatisfied with some features of his job may have high organizational commitment. Meyer and Allen (1991), to predict job satisfaction and organizational commitment, found that promotion, satisfaction, job characteristics, as well as extrinsic and intrinsic reward were connected to organizational commitment. Donstin and Matalon (1998) have mentioned interesting work, coworker's attitudes towards the organization, organizational dependency, age, education, employment alternatives, attitude of family and friends as factors of organizational commitment. 65% of the variance in organizational commitment was explained by these factors. Glisson and Derrickin Adeyemo and Aremu (1999) have taken 319 human service organization workers as their sample to justify the impact of different variables like job, organization and workers own characteristics on organizational commitment and job satisfaction. It has been observed that leadership and organization's age have greater influence on commitment. Role ambiguity and skill variety have also a major impact on job satisfaction. Ellemer, Gilder, and Heuvel (1998) observed that organizational commitment is not definitely influenced by these three factors always like gender, level of education and team size. On the other hand, Adeyemo (2000) found that there is a positive correlation between education and commitment. Irving, Coleman, and Cooper (1997) reported that age has no impact on commitment. Before this study, Meyer and Allen (1984) emphasized that though age is concerned with getting a better opportunity in the organization

with the passage of time and seniority, it might be a factor that affects organizational commitment. Mathieu and Zajac (1990) stated that gender has a relationship with organizational commitment. Similarly, it was also observed by Irving et al. (1997) that the women had a lower level of commitment than the men in the study.

Objectives

The objectives of this study are given below:

a) Broad objective:

The broad objective of this study is to compare organizational commitment and turnover intentions among the bankers in the public and private banking organizations in Bangladesh.

b) Specific objective:

- To find out organizational commitment of public and private sector bankers.
- To find out turnover intentions of public and private sector bankers.
- To find out the impact of demographic factor and personal characteristics on organizational commitment and turnover intention.
- To measure organizational commitment and turnover intentions on the basis of demographic factor and personal characteristics like years in banking, size of the organization etc. in both of the work settings and compare them.

Methodology

Hypothesis

There are two parts in our research hypothesis. From the review of literature, following hypotheses have been formulated:

H_0 –There is no significant difference on organizational commitment and turnover intention between the bankers of public sector banks and private sector banks in Bangladesh.

Organizational Commitment

Organizational commitment was considered as an important determinant for turnover intention and a crucial predictor of job satisfaction by Mowday et al. (1979). Organizational commitment is also developed as a popular concept in Psychology. Meyer and Allen (1991) have described organizational commitment such a psychological state that influences the decision to remain and not to remain a member of the organization. To understand work related behavior of the member of an organization, commitment plays an important role (Mowday et al, 1979). The concept that individual's organizational commitment develop through a process of constant identification of values of oneself with the goals and values of the organization with the passage of time and an employee get involved with the organization is supported by (Mowday et al, 1979 and Steers, 1977). Organizational commitment may also be affected by opportunities. It can decrease due to lack of opportunities or less opportunities (Steers, 1977). In Consistent with the previous research, it can be predicted that differences can be prevailed between organizational commitment of public and private sector bankers. The research hypotheses are as follows:

- H₁: The organizational commitment of the bankers in public banks is greater than the organizational commitment of the bankers in private banks in Bangladesh.
- H₂: The organizational commitment of the bankers in private banks is greater than the organizational commitment of the bankers in public banks in Bangladesh.

Turnover Intention

Peters, Bhagwat and O'Connor (1981) have observed that there is a strong relationship between organizational commitment and turnover, where satisfaction is also considered as a determinant of turnover intention. Satisfied employee has a less tendency to leave the job. After studying different literatures, it can be perceived that turnover may be influenced by the features of a particular job. In accordance with the prescribed discussion, the research hypotheses are as follows:

- H₃: The turnover intention of the bankers in the public banks is lower than the turnover intention of the bankers in private banks in Bangladesh
- H₄: The turnover intention of the bankers of a private bank is lower than the turnover intentions of the bankers in public banks in Bangladesh.

Research Design

This study is conclusive in nature. All data were collected through the questionnaire survey which was based on two parameters: Organizational Commitment and Turnover Intention.

Target Population of the Study

All bankers of Public and Private sector banks are the target population. The bankers who have been working more than one year is considered as the target population. The first one year of job has been considered as the high turnover period for each work according to previous studies. Bankers with one year or less than one year work experience are excluded from this study.

Sampling Techniques

Non probability convenient sampling has been taken as sampling technique. In our country, still people are not concerned about research. So research psychology among people has not developed well yet in our country compared to developed country. They feel anxious to give response to the questionnaire. On the other hand, there is no fund for the research work. So, no one is interested to give time and response to care without any previous or personal relationship. On the other hand, bankers are very much busy too. So, only known people are interested to give a response. Though there was a chance of biases, it was needed to take convenient sampling as sampling technique due to such circumstances.

Sample Size

Number of total population is unknown. So, 200 respondents of Bankers from both the public and private sector Banks has been taken as a sample for the convenience of analysis. 100 respondents are taken from public sector banks and another 100 respondents are taken from private sector banks. All employees with less than 2years' work experiences have been excluded from the sample. 60 male bankers from public sector banks and 73 male bankers from private sector banks

have been taken as a sample. On the other hand, 40 female bankers from public sector banks and 27 female bankers from private sector banks have also been considered as sample in this study.

Data Collection Techniques

A questionnaire survey through face to face contacts has been conducted to collect data. Both open ended and close ended questionnaire is used to collect relevant information related to our topic.

Scaling techniques

In order to measure organizational commitment 22 item questionnaire has been used which is a combination of 15 item questionnaire developed by Porter et al. (1974) on organizational commitment and 5 questions regarding job satisfaction related to organizational commitment assessed by Andrews and Withey (1976) and Schein's Career Inventory in practical lifestyle (Schein, 1990). It has been already taken by Stocks and Hardin Stocks (2001). Additional 2 questions have been included by myself after studying literature. All these questions are made following the semantic differential scale ranging from 1 (Strongly agree) to 6 (Strongly disagree). The final assessment item is included in the instrument as a single question to measure turnover intentions. Respondents are asked to indicate one of six possible responses ranging from 1 (I will quit this job at once if I could) to 6 (I will not exchange my job for any other) semantic differential scale according to Harrell et al. (1986). Gardner et al. (1998) state that single item scales are appropriate when the construct to be measured is relatively uncomplicated. The measure of turnover intention has appeared to be such a construct. These questions have been answered on a semantic differential scale ranging from 1 (I would quit this job at once if I could) to 6 (I would not exchange my job for any other). The measures of organizational commitment for each respondent were computed by averaging the responses to the questions contained in each scale. This procedure is consistent with that used by Porter et al. (1974).

Reliability

Cronbach's Alpha is used to test the reliability.

Variables

Organizational commitment and turnover intentions are considered as dependent variables. Work settings, demographic and personal characteristics (explained as control variables) are considered as independent.

Definition of Key terms

An extensive review of the literature indicates that there are lots of important factors conducive to job satisfaction, organizational commitment and turnover intentions. According to Robbins and R. Kotze (1996), some important terms related to this study are given below:

Conceptual Definition

Organizational Commitment

The degree to which employee identifies own self with the organizational goals and values is called organizational commitment. Higher the degree, higher will be organizational commitment and vice versa.

Turnover Intention

The tendency and willingness to leave the organization voluntarily and involuntarily.

Operational Definition

Job Satisfaction

A positive feeling about one's job derived from the characteristics of a particular job.
Mentally Challenging works

A wide variety of tasks, freedom and feedback about their good performance give employees an opportunity to utilize their skills, talents and abilities which make the work challenging mentally. Too much challenging work creates frustration among employees. On the other hand, no challenge in work creates monotony. To maintain a pleasant work environment and keep employee satisfied with their job, it is needed to keep the challenges in moderate condition.

Supportive Working Conditions

Physical environment such as temperature, heating, lighting, noise, decoration of the workplace is an important issue for employees. They think all these things are part of a good job. Personal comfort and official environmental facilities are the most important part to get involved in the organization. Cleanliness, modern office equipment and facilities attract them much.

Supportive Colleagues

Friendly working environment creates an additional fascination to employees as well as money and the tangible achievement. It is also thought that the need for social interaction is also fulfilled through work. Friendly and supportive behavior from coworkers and the cooperative and understandable behavior of immediate supervisor are also considered as major portions for job satisfaction and determinants of organizational membership.

Company Policies

Commitment and satisfaction also depend on fair, clear policies and equal applicability of policies. It is important to maintain fairness and clarity to improve employee attitude in the long run.

Salary/Benefits

Competitive salary provides satisfaction to employees and reduces turnover. Salary should be provided compared to another organization to produce competitive products. Competitive compensation leads to less turnover.

Working Conditions

Proper personal work space and modern office equipment generate satisfaction to employees. Faulty equipment and cramped employee feel more frustrated.

Social Interaction/ Relation

It is also to be ensured that there is a great scope of making social interaction through work. Friendly and cooperative relationship with coworkers satisfy employees much and make them committed to organization.

Achievement

Scope of utilizing employee own talents intensifies employees satisfaction. Proper position and feeling a sense of achievement helps them to be in the line of organizational goal achievement in a manner that is expected from an organization.

Recognition

Recognition and feedback regarding their better performance enhance their satisfaction. It is essential to direct employee in a specified way to provide positive and constructive feedback about their performance.

Autonomy

Delegating responsibility to the employees of their own work make them satisfied about their work. A feeling of ownership of their own work raises their positive feeling to their job.

Loyalty

Loyalty response indirectly involves with commitment and satisfaction. It helps to improve conditions positively and hopefully.

Advancement

Career growth positively influences employees to behave in a certain way. Employees with high performance and loyalty need to be promoted and give better opportunities and privileges. Advancement enhances commitment and satisfaction.

Job Security

Employee satisfaction and commitment is highly influenced by job security. Assurance to keep an employee remain in a job intensifies his or her satisfaction. Especially it works as a major determinant in the time of economic uncertainty.

Data Analysis Tools and Techniques

Collected data were analyzed using a program called Statistical Package for Social Science (IBM SPSS version 23 for Windows) which is widely used in social research. This is a comparative study and data have also fulfilled all the assumptions of Two-way ANOVA. So the hypotheses are tested using Two-way ANOVA. A General Linear Model has been used to investigate the level of significance

Analysis

To create a more reliable research, appropriate data have been collected from 200 bankers sincerely so that the population can be represented through it properly. All data are normally distributed. To test the normality of the data of each variable, P-P plot was used in SPSS. The Cronbach's alpha value of organizational commitment is .809 which indicates that there is an acceptable relationship among the variables through the collected data. Cronbach Alpha is the most commonly used reliability coefficient, which is considered as "an index of inter item homogeneity" that ranges from 0.0 to 1.0 (Cronbach, 1951). Two-way ANOVA was used as a tool to test the hypothesis because all the assumptions of ANOVA have been fulfilled. Appropriate data have been collected through direct conversation to examine the impact of public and private sector work setting (JOB) on organizational commitment (OC) and turnover intentions (TI). The general structure of the model examining these relationships is:
(OC, TI) = f (JOB, control variables)

On the research instrument, data regarding demographic and personal job related information, including Education, Salary, Age, Experience and Firm Size have been collected properly. These items have been considered as control variables in the hypothesis testing. ANOVA Contrast is used to compare the mean responses of public and private sector bankers. In the time of comparing the responses of public and private sector bankers it is indicated by data analysis that the responses differ at $\alpha=.05$.

The SPSS General Linear Model (GLM) is used to analyze data. This procedure provides tests for the significance of the estimated regression coefficients for interval scale variables while testing for differences in regression coefficients across selected levels of categorical independent variables by means of the contrast option.

The measures of organizational commitment and job satisfaction for each respondent were computed by averaging the responses to the questions contained in each scale. This procedure is consistent with that used by porter et.al (1974).

The means and standard deviations for each measure are presented in table 1 for the three work settings and the demographic information is summarized in table 2.

Table-1: Sample Size, Mean, Standard Deviation, Minimum and Maximum of Organizational Commitment and Turnover Intention

Type of Organization		Organizational Commitment	Turnover Intention
Government Organization	N	100	100
	Mean	4.5627	4.4914
	Std. Deviation	0.44801	0.63249
	Minimum	3.00	2.00
	Maximum	5.50	5.86
Private Organization	N	100	100
	Mean	4.3145	4.4057
	Std. Deviation	0.59440	0.65786
	Minimum	2.18	2.71
	Maximum	5.36	5.43
Total	N	200	200
	Mean	4.4386	4.4486
	Std. Deviation	0.53954	0.64511
	Minimum	2.18	2.00
	Maximum	5.50	5.86

Table: 2. Demographic Characteristics and Personal Characteristics of the Respondents

Demographic Variable		Type of Organization		
		Government Organization	Private Organization	Total N
Gender	Male	60	73	133
	Female	40	27	67
Marital Status	Married	86	66	152
	Unmarried	14	33	47
	Widow	0	1	1
	Divorce	0	0	0
	Or separation	0	0	0
Educational level	Bachelor's Degree	7	7	14
	Post Graduate	93	92	185
	Others	0	1	1
Age	Less than 25	0	0	0
	25 years to 29years	30	30	60
	30 years to 39 years	46	61	107
	40 years to 49 years	16	7	23
	50 or more than 50	8	2	10
Salary	Less than 30000	80.0%	20.0%	100.0%
	30001-40000	68.3%	31.7%	100.0%
	40001-60000	40.6%	59.4%	100.0%
	60001-80000	46.2%	53.8%	100.0%
	80001-125000	21.4%	78.6%	100.0%

Demographic Variable		Type of Organization		
		Government Organization	Private Organization	Total N
Years in Banking	More than 125000	0.0%	100.0%	100.0%
	Less than 2 years	2	12	14
	2years to 5 years	32	35	67
	5years to 10years	33	39	72
	10years to 20years	20	12	32
Organization Size (Branch)	More than 20years	13	2	15
	Less than 21	44.1%	55.9%	100.0%
	21-40	56.2%	43.8%	100.0%
	41-60	32.4%	67.6%	100.0%
	61-80	71.4%	28.6%	100.0%
	81-more than 81	0.0%	100.0%	100.0%

Results of the Analysis of Organizational Commitment

The results of the comparisons between work settings for organizational commitment are presented in table 3. Table-3 includes 4 sections such as A, B, C and D.

Table: 3. Results of GLM Analysis of Organizational Commitment of Public and Private Bankers.

Table:3.A. Model of Organizational Commitment

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Model	3.080	1	3.080	11.117	.001
Error	54.849	198	.277		
Corrected Total	57.929	199			

Table:3.B. Impact of Demographic Factors and Personal Characteristics on Organizational Commitment

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Marital Status	2.432	2	1.216	13.254	.000
Educational level	.041	2	.021	.224	.800
Age	.182	2	.091	.994	.373
Salary	2.229	4	.557	6.075	.000
Years in Banking	.279	4	.070	.760	.553
Organization size	5.519	3	1.840	20.052	.000

Table 3.A reveals that the overall model is significant ($p = .001$) in predicting the organizational commitment of the respondents. Of the control variables included in the model of Table-3.B, marital status, salary and organization size are found to be statistically significant. On the other hand, education, years in banking and age are found statistically insignificant in table 3.B.

Table:3.C.Comparison of Organizational Commitment on the basis of Work Settings

Contrast	Sum of Squares	df	Mean Square	F	Sig.
Public VS. Private	3.080	1	3.080	11.117	.001
Error	54.849	198	.277		

Table:3.D.Pairwise Comparisons

(I) Type of Organization	(J) Type of Organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval for Difference	
					Lower Bound	Upper Bound
Government Organization	Private Organization	.248	.074	.001	.101	.395
Private Organization	Government Organization	-.248	.074	.001	-.395	-.101

Table 3.C represents that there is a significant difference between two pairs of work settings. Table-3.C and Table-3.D provide support for the hypothesis of H1 that is Organizational commitment of bankers in public sector banks is greater than the organizational commitment of the bankers in private sector banks in Bangladesh.

Results of the Analysis of Turnover Intention

The results of the comparisons between work settings for turnover intention are presented in table 4. Table-4 includes 4 sections such as A, B, C and D.

Table: 4. Results of GLM Analysis of Turnover Intention for Public and Private Bankers.**Table:4.A. Test of Model of Turnover Intention**

Source	Sum of Squares	df	Mean Square	F	Sig.
Model	64.980	1	64.980	31.989	.000
Error	402.200	198	2.031		
Corrected Total	467.180	199			

Table:4.B. Impact of Demographic factors and Personal Characteristics of Turnover Intention

Sources	Type III Sum of Squares	df	Mean Square	F	Sig.
Salary	70.359	5	14.072	14.307	.000
Gender	2.102	1	2.102	2.137	.146
Marital Status	15.968	2	7.984	8.117	.000
Age	5.206	3	1.735	1.764	.157
Years in banking	11.699	4	2.925	2.974	.022
Organization size	69.735	4	17.434	8.554	.000

Table:4.C. Comparisons of Turnover Intention on the basis of work settings

Contrast	Contrast sum of Squares	df	Mean Square	F	Sig.
Public VS Private	64.980	1	64.980	31.989	.000

Table:4.D. Pair wise Comparisons of Turnover Intentions

(I) Type of Organization	(J) Type of Organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval for Difference	
					Lower Bound	Upper Bound
Public Organization	Private Organization	-1.140	.202	.000	-1.537	-.743
Private Organization	Public Organization	1.140	.202	.000	.743	1.537

Table-4. A reveals that the overall model is highly significant ($p=.000$) in predicting the organizational commitment of the respondents. Some of the control variables included in the model, such as marital status, salary, years in banking and organization size and education are found to be statistically significant in Table.4 B. Age is found to be statistically insignificant to turnover intention in Table.4.B.

Table-4.C represents that there is a significant difference between two pairs of work settings. This provides support for hypothesis H5 and H6. Table 4. C and 4. D provide support for the hypothesis of H5 that is turnover intention of bankers in public sector banks is lower than the turnover intention of the bankers in private sector banks in Bangladesh.

Summary

This Study compares important job attitudes like organizational commitment across the two different work settings and found that employees in public sector banking reported:

1. Higher organizational commitment.
2. Lower turnover Intention.

On the other hand, employees of private sector banking reported:

1. Lower organizational commitment
2. Higher turnover.

Conclusion

Since the competition for banking recruits has intensified, it is important for employers to maintain conditions conducive to high levels of commitment to reduce employee turnover and training costs. This study suggests that employers of private bank should examine work-related conditions to determine what can be done to raise levels of commitment and to lower turnover intention in order to effectively compete for bank employees.

The second work settings for professionals is called heteronomous defined by Scott (1965) According to Scott, an administrative framework grants limited autonomy to the professional employees who are subject to this administrative framework in the heteronomous organization. Scott indicated that different aspects of the task governed by the employees are controlled by the supervisor and described by a set of rules. In such type of organization, there is an ambiguity regarding the issues of individual and collective responsibilities. Sometimes, public organizations also respond like heteronomous organization also. Based on Scott's discussion, it appears that governmental bank like Central Bank of Bangladesh can be considered as the heteronomous type of organization. In our study, we would not able to include heteronomous organization due to time and resource limitation and also due to lack of contacts. Our study would not have justified the need for autonomy too. Gender can be another important factor to consider organizational commitment and turnover intentions. Further study can be conducted regarding these issues. A governmental work setting such as Bangladesh Bank has been ignored in this study. A further study can also be conducted in such an area. Job satisfaction as a job attitude has not been fully considered. Some of the components of job satisfaction that are related to organizational commitment obtained from previous study are included here only. Further Study can be done in this area.

Last but not the least, this study signifies that work settings are crucial factors to affect organizational commitment, job satisfaction and turnover intention. On the other hand, it is observed that some of the demographic and job related factors have a greater influence on the attitudinal variable like organizational commitment and behavioral variable like turnover intention in both of the public sector and private sector banks.

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