

COPY RIGHT



ELSEVIER
SSRN

2022 IJEMR. Personal use of this material is permitted. Permission from IJEMR must be obtained for all other uses, in any current or future media, including reprinting/republishing this material for advertising or promotional purposes, creating new collective works, for resale or redistribution to servers or lists, or reuse of any copyrighted component of this work in other works. No Reprint should be done to this paper, all copy right is authenticated to Paper Authors

IJEMR Transactions, online available on 26th Dec 2022. Link

[:http://www.ijiemr.org/downloads.php?vol=Volume-11&issue=Issue 12](http://www.ijiemr.org/downloads.php?vol=Volume-11&issue=Issue 12)

10.48047/IJEMR/V11/ISSUE 12/119

TITLE: IMPACT OF OCCUPATIONAL BEHAVIOR ON ORGANISATIONAL PERFORMANCE OF FEMALE EMPLOYEES

Volume 11, ISSUE 12, Pages: 899-907

Paper Authors **AKHIL KUMAR PANIGRAHY, DR. SURWADE DAYANAND J.**



USE THIS BARCODE TO ACCESS YOUR ONLINE PAPER

To Secure Your Paper As Per **UGC Guidelines** We Are Providing A Electronic Bar Code

IMPACT OF OCCUPATIONAL BEHAVIOR ON ORGANISATIONAL PERFORMANCE OF FEMALE EMPLOYEES

CANDIDATE NAME = AKHIL KUMAR PANIGRAHY

DESIGNATION = RESEARCH SCHOLAR SUNRISE UNIVERSITY ALWAR

GUIDE NAME= DR. SURWADE DAYANAND J.

**DESIGNATION= ASSOCIATE PROFESSOR
SUNRISE UNIVERSITY ALWAR**

ABSTRACT

The banking business is constantly evolving, particularly through mergers and acquisitions. A primary goal of bank mergers and acquisitions is to diversify the banking system in order to lower the institution's overall risk and raise its potential for profit. Additionally, the effect of fewer competitors in the same business is predicted to result from mergers and acquisitions. The merger and acquisition will affect staff morale and productivity whether or not it is successful. As a result, employees' uncertainty, sense of loss, and discontent on the job will have an effect on their loyalty to the firm. Even if a merger or acquisition goes well, the resulting shift in management and company culture might leave people feeling uneasy. Both transformative leadership and organisational health have been found to correlate positively with spiritual intelligence. One of the most important contributors to India's economy and progress has been the country's banking system. Commercial banks fall under the same category. The primary goal of this research is to quantify and compare spiritual intelligence and Occupational Commitment among female bankers.

KEYWORDS:- Occupational Behavior, Organisational Performance, Female Employees, banking business, banking system, organizational health

INTRODUCTION

Organizations in the twenty-first century, with the globalization of the economy, are confronted with rising levels of complexity, competitiveness, lifestyle changes, structural shifts, and stress in the workplace and beyond. A variety of economic, social, cooperative, and environmental outcomes are influenced by these variables. The parameters under which individuals work and the people with whom they work have shifted as a result of workplace transformations. As a result, the typical method of accomplishing tasks is also constantly shifting. Workforce diversity has increased, not just in terms of different nationalities but also in terms of

different ages. Collaboration, cooperation, and teamwork are all on the rise, and as a result, enterprises must deal with new types of problems brought on by increased diversity. Thus, in order to address these concerns, the organization must drastically alter the terms of employment and work. As the use of technology and automation continues to rise, so does the need for a trained and versatile labor force. Therefore, it is essential for businesses to foster a more dedicated staff with stronger interpersonal bonds.

Today's fast-paced business environment has raised the profile of concerns like productivity and efficiency among most companies. This means that all businesses

are always searching for new ways to set themselves apart and maintain a competitive edge. Some leaders have begun to see that it takes a deeper focus on the organization's and its people's meaningful existence and purpose to solve the complicated difficulties of the present. As a result, the level of rivalry in every industry has risen, with implications for product quality, pricing, technical innovation, turnaround times, and more. Employees are under a great deal of pressure as a result of increased competition in the workplace. This is manifested in a number of ways, including the redesigning of jobs, deadlines, excessive workloads, job insecurities, longer working hours, and reallocation of roles and increased responsibilities. So, in a nutshell, we can say that the race for excellence has driven the workforce into such a precarious condition that individuals are thinking about nothing except trying to outdo one another at work. As a result, there has been a shift from an emphasis on cultural background to one on management abilities. There has been a recent resurgence of autocratic management techniques. Emotional intelligence and spirituality in the workplace are becoming increasingly rare as people turn away from or show little concern for their own feelings or those of others.

OCCUPATIONAL COMMITMENT

6M -man, machine, material, method, mother nature and measurement

6Ms of industry are given above

Manpower, Materials, Method, Machines, Milieu and Measurement are the "6Ms" that any industry needs to function. Simply put, the success of every organisation

depends heavily on its people resources and on the efficiency with which those human resources are utilised. Prosperity does not need a lot of natural resources, though, because a country's wealth is ultimately determined by its citizens. These days, we live in a more technologically advanced, globally connected, and inherently complicated and competitive world than ever before. In order to thrive in today's market, businesses understand they must be flexible in terms of quality, pricing, and innovation. In order to keep their best employees, many businesses are having trouble boosting employee happiness on the work and loyalty to the company. To be competitive in the face of emerging threats, businesses must constantly improve and expand their human resource management systems. Trustworthy interactions between management and staff are crucial to any company's success. The dedication of workers to their company is crucial to its success. In order to distinguish themselves, successful businesses strive for excellence. There are many contributors to success. One of the most important factors in the success of any business is an invested workforce. No matter how bright your employees are, they won't be able to produce excellent results if they aren't fully invested in the company's mission and the success of its employees. Being committed is an attitude, and to achieve greatness, we must change our outlook from pessimistic to optimistic. To put it another way, it's a change from negative to positive behaviour. When workers are emotionally and intellectually invested in the company, they are more

likely to go above and beyond in their work.

Occupational Commitment is crucial from a strategic perspective. Organizational success stems from the recognition that a competitive advantage in maintaining growth and market leadership may be found in keeping employees who demonstrate a high level of dedication to the organisation. An employee's level of Occupational Commitment reflects how strongly they feel they have a personal responsibility for completing their work for the company. The term "commitment" refers to the emotional connection that forms between a corporation and its personnel. Employees are considered to be highly committed when they have a firm belief in the organization's mission, are dedicated to furthering its goals, and are eager to play an active role in shaping its future.

1. Approaches to Occupational Commitment

There are many different ways of thinking about Occupational Commitment. According to Stevens (1978), there are two main schools of thought when it comes to understanding Occupational Commitment: trade methods and psychological approaches. Commitment, according to exchange approaches, arises as a result of inducement/contributions transactions between the organization and member, with an explicit focus on the instrumentalities of membership as the primary determinant of the member's accrual of advantage or disadvantage in the ongoing process of exchange.

2. Components of Occupational Commitment

Meyer and Allen (1991) conducted a literature study on Occupational Commitment and, with the help of Dunham, Gruba, and Castaneda (1994), identified three distinct forms of Occupational Commitment: emotional, continuation, and normative.

3. Principles of the Occupational Commitment

Only if the organization is effective in generating the presence and absence of the principles and attributes among the employees will Occupational Commitment be formed and sustained in the nature and behavior of the employees.

DEVELOPING OCCUPATIONAL COMMITMENT

One's commitment to their employer grows organically as they develop positive feelings and attitudes about the company. Stages and levels of Occupational Commitment help characterize the growth process.

1. Stages of Occupational Commitment

O'Reilly (1989) describes three stages—compliance, identification, and internalization—in the evolution of an individual's dedication to an organisation. The subsequent text elaborates on these steps:

- **Compliance stage**

The first step, known as the compliance stage, occurs when workers submit to superiors in exchange for perks like increased pay or promotion (O'Reilly, 1989). In this phase, attitudes and actions are condoned not because of any shared ideas or principles but because they lead to tangible benefits. At this point, employees are highly calculating when weighing the incentives against the necessity to stay in the organization, and this is reflected in

their levels of Occupational Commitment. This demonstrates that workers are involved with the company at this time due to a tangential wage. That is, what benefits people receive for their work at the company?

- **Identification stage**

The identification stage of Occupational Commitment is the second phase in the development of Occupational Commitment, and it occurs when an employee recognizes the impact of others in order to maintain a satisfying connection with the employing organization (O'Reilly, 1989). Workers have a sense of duty to the company as an institution, and they may come to identify with the roles they play at work. At this point, the normative tenet of the organization provides the foundation for its dedication. The employee remains because they feel a duty to the company and a strong feeling of devotion to their coworkers and superiors.

- **Internalization stage**

Internalization is the final phase and occurs when an employee discovers that the values of the business are congruent with their own and are more satisfying in and of them. At this point, dedication to the organization is based on feelings. At this point, the employee has not only developed a strong sense of loyalty to the company, but also a strong desire to succeed in his or her role inside the company. That is to say, it is reasonable to conclude that the members of the team and the company share common values and objectives.

2. Levels of Occupational Commitment

An individual's level of Occupational Commitment varies according to how

much they have grown to care for the organisation.

Both rising and falling commitment are shown in Figure. Staff commitment might increase from an initial low level to a higher one as time goes on.

- **Higher level**

Acceptance of the organization's principles and a readiness to make sacrifices to stay with the organization identify those with a high level of Occupational Commitment. "high Occupational Commitment is connecting with one's employing organization," writes Miller (2003). The term "will to stay" is often used to refer to the emotional or motivational aspect of commitment, when people choose to remain.

- **Moderate level**

At the moderate level of Occupational Commitment, members embrace the organization's aims and ideals but aren't completely sold on making an attempt to stay there. This level of dedication might be considered moderate, suggesting only a half dedication. To remain is to attribute the normative dimension of commitment, which is morality, which is why it is so difficult to find people ready to stay in a relationship. People stick around because they are expected to.

OCCUPATIONAL COMMITMENT MODEL

Occupational Commitment was examined by Meyer and Allen along three dimensions (affective, continuation, and normative) using the tri-dimensional model. The unique path that an employee's Occupational Commitment takes and the resultant effects on their actions are described by these factors.

1. Affective Commitment Dimension

Affective commitments, which describe a person's feelings of loyalty and pride in their workplace, are the first factor in the model's breakdown of Occupational Commitment. Affective commitment is "an employee's emotional connection, participation, and recognition with the concerned company," as defined by Meyer and Allen. Employees who have an emotional connection to their employer are more likely to remain in their positions out of personal choice. Employees that are emotionally invested in their jobs are loyal to their employers because they see their own personal values and ambitions as aligning with those of the company. Employees that rank highly on the affective commitment scale are those who feel a strong emotional connection to the company and take pride in working there. Affective commitment is an expression of an outlook that is favorable toward one's employer and the work that one does. According to Sheldon, emotional commitment is "an orientation towards the organization, which associates or connects an individual's identity towards the institution." An individual's level of affective commitment to an organization is a measure of how well they identify with that group and are thus invested in that group's success.

2. Continuance Commitment Dimension

The Occupational Commitment Triadic Model includes "Continuance Commitment" as the second dimension. "Workers awareness of the expenses which is tied to the employees in such a fashion that this cost would be lost if they leave the business," as defined by Meyer and Allen (1997), is an example of perseverance commitment. Employees'

perceptions of the costs and dangers associated with leaving their existing company are believed to give rise to a calculative quality in the commitment to staying with their current employer. Employees "attached to the existing organization because continuity commitment exists among them will never quit the company or remain in the organization due to their need to do so," as Meyer and Allen (1991) put it. This illustrates the distinction between steadfastness and emotional dedication. Employees' desire to continue working for the company is what keeps them there, thanks to their emotional commitment. An employee's instrumental attachment to an organization occurs when that person associates with the company because they value the financial benefits they've received from working there.

Without internalizing the organization's beliefs and aims, individuals establish loyalty to an organization due to the favorable extrinsic incentives gained through the effort-bargain.

3. Normative Commitment Dimension

Normative commitment is the final factor in the paradigm of Occupational Commitment. Normative commitment is "a feeling of responsibility to maintain employment," as defined by Meyer and Allen (1997). Members are compelled to continue their affiliation with the group because they have internalised a sense of responsibility and commitment. "workers with normative commitment feel that they ought to remain with the business," write Meyer and Allen (1991). From a normative standpoint, workers remain because they feel it is the right thing to do.

Accepted principles concerning reciprocal duty between the organisation and its members affect the intensity of normative Occupational Commitment. An individual who receives a benefit is thought to be under a strong normative duty or rule to repay the advantage in some form, as proposed by the social exchange theory, which underpins the concept of reciprocal obligation. This means that employees have a sense of responsibility to give back to the company for the time and resources it has put into them.

FACTORS AFFECTING COMMITMENT

1. Role Stress

The well-being of employees and the efficiency of businesses are both negatively impacted by role performance dysfunctions, which have been linked to a wide range of repercussions.

Role stress can result from an individual's perception of either too much or too little responsibility for a certain task (role ambiguity) or too much conflicting or contradictory direction from superiors (role conflict). Employees' performance suffers, and turnover increases, when they experience role ambiguity or conflict.

It has been suggested that job satisfaction and OC are influenced by elements such as role conflict and ambiguity in the workplace.

2. Empowerment

Various people have different ideas about what empowerment means in the workplace. It has been viewed as "inspiring followers via leadership, boosting self-efficacy through decreasing helplessness, and encouraging intrinsic task drive." Empowerment, from a psychological perspective, is "a process of

inner drive, perceived control, competence, and energizing toward goal attainment." Two major ideas are at the forefront of the empowerment movement. The first is Structural Empowerment, which is grounded in the field of organisational theory and management. This type of empowerment is defined as the capacity to get things done and mobilize resources. The second type, known as psychological empowerment, is grounded on social psychology frameworks and refers to workers' internalized beliefs and attitudes toward their jobs and their place in the company. According to research conducted by Ahmad et al. (2010), those who feel empowered are more likely to be satisfied and invested in their work. The research compared the experiences of nurses in England and Malaysia. Despite accounting for cultural differences, the study found a favorable relationship between empowerment and work satisfaction/commitment.

3. Job Insecurity and Employability

Employees on short-term contracts or those classified as "temporary workers" reported higher degrees of job insecurity than permanent employees, according to research by De Cuyper et al.(2011). Researchers discovered that permanent employees' feelings of job uncertainty were correlated negatively with their levels of job satisfaction and emotional Occupational Commitment. Both job satisfaction and Occupational Commitment were found to be significantly higher among permanent employees.

4. Distribution of Leadership

Teacher engagement and satisfaction were examined in a study by Hulpia et al. (2009), who looked at how different levels of leadership and support resonated with educators. Occupational Commitment was shown to have a significant bearing on both leadership team unity and leadership backing. Traditional wisdom claimed that teacher job happiness and dedication inversely linked with turnover and absenteeism while favourably correlating with work effort and quality. This research analysed the impact that one leader (often a principal) had on teachers' dedication to their jobs and their level of work satisfaction. In contrast to when most of the leadership responsibilities were assigned to just one individual, job satisfaction and Occupational Commitment were shown to be greater when leadership responsibilities were spread around between many teachers. A recent study found that high levels of job satisfaction and dedication persisted even when distributed leadership responsibilities were merely perceived.

EFFECTS OF OCCUPATIONAL COMMITMENT

The level of dedication shown by an organization's members can have far-reaching consequences.

1. Negative Effect of Occupational Commitment

The consequences of employees' lack of dedication to the company. The negative impact suggests a lack of dedication inside the organization. Ineffectiveness and even laziness on the job are common among workers who lack a strong sense of loyalty to their employer.

According to the research of Lowman (1993), "work dysfunction when it is characterized by under commitment and over-commitment" is a form of Occupational Commitment.

According to Lowman (1993), over- and under-commitment may be identified by the following behaviors and attitudes:

Low levels of Occupational Commitment have been linked to high rates of employee turnover and absenteeism (Morrow, 1993). Employee absenteeism, turnover, reduced effort expenditure, theft, work unhappiness, and reluctance to move are all attributed by Cohen (2003) to a "lack of Occupational Commitment or loyalty."

Employee turnover may be predicted with more accuracy using a measure of Occupational Commitment as opposed to the far more popular measure of work satisfaction (Miller, 2003).

People who work in the dimension of ongoing commitment are self-aware and strategic about their time at work, thus it stands to reason that they may take as much time off as they like whenever they like.

2. Positive Effect of Occupational Commitment

Members who are devoted to the organization are more likely to make beneficial contributions than those who are not. Workplace performance, productivity, and attendance are all improved when employees feel invested in their work, as stated by Cohen (2003). This suggests that workers who are fully invested in the success of the company are more willing to go above and beyond in their work and put more of their own resources into the venture.

A dedicated and steady team is a benefit to any organization. It's a great way for workers to express their originality while also helping with company-wide improvement projects. Strongly dedicated workers are less likely to quit due to discontent and more likely to volunteer for difficult assignments. Members that devote themselves to a group typically have a focus on success and new ideas, all with the intention of contributing to the group's success.

The efficiency and effectiveness of an organization can also benefit from its members' increased sense of belonging, connection, and citizenship as a result of their dedication to that organization. Members who are emotionally and morally invested in the Organization are more likely to stay with the group and contribute to its success than those who are only devoted in the abstract.

CONCLUSION

Occupational Commitment is an important variable that is largely affecting the potential stay of talented pool of employees in an organization. Moreover, it is also affecting the employee's job performance which in turn largely affects the performance of an organization. Occupational Commitment is very closely connected to the intention of an employee to remain with the organization and retention, and can be described as an "employees identification with and involvement of an employee with a particular organization", and the strength of a person's attachment with the organization. Commitment of the workforce is the critical characteristics for reaching towards the heights of success along with Organizational efficiency and

effectiveness. Committed workforce is seen as a valuable asset that contributes to develop a competitive edge for the organization. Employees with more commitment towards the organization than those who are least committed exhibit: Organisational citizenship; employees go an extra mile; higher job performance in terms of productivity, attendance and supervisor's ratings.

REFERENCES

- [1] Kotnala, S. A study of spiritual intelligence among graduate students. *The International Journal of Indian Psychology*, 3(1), 132-140, (2015).
- [2] Sayadi, S., Parsa, M. J. & Yazdani, M. The moderating effect of spiritual intelligence on the relationship between perception of the employees of work place spirituality and organizational commitment in ZobAhan factory of Isfahan. *Research Journal of Fisheries and Hydrobiology*, 10 (10), 339-344, (2015).
- [3] Sethi, U. Spiritual intelligence as related to competence of secondary school teachers. *International Interdisciplinary Research Journal*, 4(6), 142-148 (2015).
- [4] Mohammad Reza Taghizadeh Yazdi Quantitative assessment of spiritual capital in changing organizations by principal component analysis and fuzzy clustering. *Journal of Organizational Change Management*. 28(3). 469-485, (2015).
- [5] Maheshwari, N. Spiritual Intelligence: Occupational Commitment. *SCMS Journal of Indian Management*, 12(2), 29 (2015).
- [6] Hospital)", *International Journal of Academic Research in Business and*

- Social Sciences, Vol.5 (3), pp.287, 2015.
- [7] Nurdin, Gani, M.U., Mus, A.B., & Hamzah, N. Perception of civil servants on performance: An empirical analysis of Indonesian local government. *International Journal of Business and Management Invention*, 3(10), 74-84 (2014).
- [8] Kalantarkousheh, S. M., Sharghib, N., Soleimanic, M., & Ramezani, S. The role of spiritual intelligence on organizational commitment in employees of universities in Tehran Province, Iran. *Procedia - Social and Behavioral Sciences*, (140), 499-505, (2014).
- [9] Rafieia, M., Aminib, M.T., & Foroozandeh, N. Studying the impact of the organizational commitment on the job performance. *Management Science Letters*, (4), 1841–1848 (2014).
- [10] Violeta Šilingienė, , Sandrita Škėrienė Expression of leaders' spiritual intelligence in a context of organizations' services quality: a theoretical approach. *Procedia - Social and Behavioral Sciences* 156. 93 – 97, (2014).
- [11] Abbasi, Saliha, Gul., & Zaheer, Arshad. "Relationship of mindfulness and Transformational leadership with Affective commitment : Mediating role of LMX". *NICE Journal of Business*, Vol 9, No,1&2 (2014).
- [12] Pant N., Srivastava S. "Effect of spiritual intelligence on mental health and quality of life among college students", *ZENITH International Journal of Multidisciplinary Research*, Vol.4 (8), pp. 208-215, 2014.
- [13] Kim, Hye, Kyoung., "Work-Life Balance and Employees' Performance: The Mediating Role of Affective Commitment", *Global Business and Management Research: An International Journal* ,Vol. 6, No(1), (2014).
- [14] Umoh, G.I., Mamm, E., and Wokocha. "Employee Benefits and Continuance Commitment in the Nigerian Manufacturing Industry", *IOSR Journal of Business and Management*, Vol.16, No.2, (2014).
- [15] Haq, M., Jindong, Y., Hussain, N., and Anjum, Z., "Factors Affecting Organizational Commitment among Bank Officers in Pakistan", *IOSR Journal of Business and Management*, Vol.16, No.4 (2014).