

# “Linkage between satisfaction with colleagues, promotion, nature of work, and three-dimensional organizational commitment”

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# LINKAGE BETWEEN SATISFACTION WITH COLLEAGUES, PROMOTION, NATURE OF WORK, AND THREE-DIMENSIONAL ORGANIZATIONAL COMMITMENT

## Abstract

Employees' job satisfaction is a leading factor in determining their organizational commitment. The organizational commitment level affects the employees' decision to leave or remain in their organization. The banking sector of Nepal has been facing a problem of high employee mobility from one bank to another. In the backdrop of this context, this survey intends to examine the effect of satisfaction with colleagues, promotion, and the nature of work on the three dimensions of organizational commitment using the Ordinary Least Squares model in the context of private bank employees in Nepal. This study used a survey method to collect data from 199 employees working in private banks in Nepal, using a standardized questionnaire. The collected data were coded, entered, and processed in Statistical Package for Social Sciences version 25. The outcomes of the study – satisfaction with the colleagues, promotion, and the nature of the work – had a significant positive impact on the affective and normative commitment of the employees, but the regressors had an insignificant effect on continuance commitment. The employees' satisfaction from their colleagues, promotion, and the nature of work positively improves their affective and normative commitment. Nevertheless, this study found the predictor variables as irrelevant factors for explaining the continuance commitment of the employees in the context of the study. This study's contribution is the idea of how satisfaction with colleagues, promotion, and work nature contribute to the three dimensions of organizational commitment among Nepalese private bank employees.

## Keywords

satisfaction, promotion, nature of work, organizational commitment, Nepal

## JEL Classification

G41, M54

## INTRODUCTION

Nepal has witnessed a noticeable growth of banking and financial institutions after economic liberalization and an intensified competition among the banks (Yukongdi & Shrestha, 2020). As a competitive tool, banks have resorted to a strategy of attracting talented human resources of rival firms by offering lucrative compensation packages, training, and career development opportunities (Bista & Regmi, 2016). This practice has resulted in talent and skill mobility in the banking sector. Such frequent inter bank human resource mobility creates problems for the organizations. However, Nepal is not an exception to face this problem; instead, inter-organizational skill mobility is a contemporary global issue (Valaei & Rezaei, 2016). Significant research findings attribute employees' job satisfaction to their organizational commitment (from now on referred to as OC) (Mount, 2006; Testa, 2001; Vasiliki & Efthymios, 2013). There exists a positive relationship between employees' job satisfaction and their OC (Guzeller & Celiker, 2019). Therefore, to improve employee retention, it is necessary to understand the level of employees' job satisfaction. Employees'

satisfaction can arise from colleagues, promotion opportunities, work itself, and many other sources. Empirically, in Nepal (although not reported by any research), one can witness the inter-organizational movement of employees of private banks. Behind such rampant inter-organizational movement, employees' dissatisfaction with their respective organizations may be attributed to and resulting in low OC. A manager ought to understand the context of their employees' satisfaction. The determining factors for OC may vary across socio-cultural contexts. Thus, understanding the pattern of the relationship between job satisfaction constructs and the OC of employees in a specific context may be useful to the decision-makers for improving their organizational performance.

This study aims to examine how the satisfaction with colleagues (SWC), satisfaction with promotion (SPROMO), and satisfaction with the nature of work (SNWK) affect the affective commitment (AC), normative commitment (NC), and continuance commitment (CC) of private bank employees in the Nepalese socio-cultural context.

## 1. LITERATURE REVIEW

### 1.1. Relationship between SNWK and OC

Knoop (1995) stated that SNWK is positively linked to OC. Similarly, Porter et al. (1974) argued that job satisfaction is significantly related to tangible and specific aspects of the work environment and may result in the affective response. Furthermore, Snipes et al. (2005) found a positive relationship between SNWK and service quality, which arises from the commitment of the employees. Furthermore, Valaei and Rezaei (2016) also indicated that SNWK had a significant impact on AC and NC, which is in line with the findings of Fu et al. (2011) who also found that the nature of work had a positive impact on the OC of the employees.

### 1.2. Satisfaction with supervisors and OC

Satisfaction with a supervisor and coworkers are arguably prominent predictors of the AC of employees, and the condition of relationships with colleagues play a crucial role in determining emotional attachment to the organization. McCormack (2006), Hui et al. (2004) asserted that a better relationship with the leader and subordinates is positively correlated. Similarly, the bond with the coworkers and AC of employees are significantly correlated (Harris & Cameron, 2005).

Morrow et al. (2005) stated that an excellent supervisory relationship assimilates people within

systems and promotes an AC. Literature review on the relationship between SWC and AC reveals considerable support for this argument. Firth et al. (2004), Gagnon and Judd (2004), Peterson et al. (2003), Stinglhamber and Vandenberghe (2003) suggested that the support from supervisors is positively positively correlated to the AC of the employees. Likewise, Mottaz (1988) and Williams and Anderson (1991) opined that coworkers are crucial factor affecting the OC of the employees. Babin and Boles (1996) explained such a relationship and stated that a good relationship with coworkers could decrease stress and increase job satisfaction.

Valaei and Rezaei (2016) suggested that job satisfaction is a significant predictor of OC, which is consistent with the findings of other researchers (Fu & Deshpande, 2014; Macintosh & Krush, 2014). Nevertheless, some of the studies produced a mixed result about the relationship between satisfaction with coworkers and OC. Paulin et al. (2006) revealed that satisfaction with supervision and AC were not significantly related. Similarly, Chughtai and Zafar (2006) and Babin and Boles (1996) indicated a positive relationship between supervision and OC.

Ferres et al. (2004) and Fu et al. (2011) found a positive relation between coworkers and AC. Snipes et al. (2005) asserted that coworkers are another causal factor for job satisfaction, positively impacting the three components of OC. However, Gaertner (1999) indicated no relationship between coworkers and NC and CC, which is inconsistent with the findings of Fu et

al. (2011). The social and organizational identity perspectives can explain such positive correlations between AC and SWC. Tajfel (1978) argued that social identity is a part of self-concept that results in knowing that one belongs to a social group that is emotionally significant for oneself. Organizational identity is a type of social identity (Ashforth & Mael, 1989) whereby employees incorporate the organizational goals, attributes, and achievements, which results in a sense of belonging to the organization (Mael & Ashforth, 1995). Employees with similar values, norms, attributes, and aspirations to their colleagues are inclined to relate with them and experience a sense of belongingness, strong interpersonal bond, and positive effect (Harris & Cameron, 2005).

### 1.3. SPROMO and OC

Human beings tend to push their potentials. The promotion reflects one's potential and achievement. Thus, promotion in the job is one of the yardsticks to measure whether the people realize their potentials or not. Furthermore, aligned with previous research (Gaertner, 1999; Lemons & Jones, 2001; Mosadeghrad et al., 2008), found a positive relationship between the promotion and all dimensions of OC.

The positive relationship between SPROMO and OC can be explained through the Social Exchange Theory. Blau (1964) argued that according to the social exchange theory, when the organizations provide promotion to their employees, the organizations start a social exchange relationship. In return, the employees feel socially obliged to contribute or reciprocate to the organization. Providing promotion to the employees creates a positive attitude towards the organization (Pazy & Ganzach, 2009), and positive behavior and attitude result in higher organizational contribution and performance (Chen & Chiu, 2008). Therefore, promotion opportunities affect employees' OC (Cicekli & Kabasakal, 2017). Similarly, other researchers have also documented a positive relationship between promotion and OC of employees (DeConinck & Bachman, 1994; Normala, 2010).

Based on the literature discussed above, this study proposes the following hypotheses.

$H_1$ : *There is a significant association of three components of OC by satisfaction with colleagues of the employees.*

$H_2$ : *There is a significant association of three components of OC by the satisfaction with the promotion of the employees.*

$H_3$ : *There is a significant association of three components of OC by satisfaction with the nature of the work of the employees.*

## 2. METHODS

The population of this study makes up all the employees working in different private banks in Nepal. A pre-tested, shortened version of the instrument developed by Allen and Meyer (1990), having 18 items with 5-item Likert scale – for collecting data on AC, CC, and NC for the construct of job satisfaction, Spector's instrument having 36 items with 5 Likert scales were used in this study. The primary data were collected from 199 employees working in different private banks in Nepal by using a google form. This empirical work used three multiple regression models to analyze the collected cross-sectional data. This research employed an explanatory research design. The summary statistics were used to describe the characteristics of the numeric data. The correlation matrix was applied to examine the relationship between a dependent variable and the predictor variables. Regression analysis was used to examine the influence of predictor variables on the response variable. This paper used a correlation test between the independent variables and Variance Inflation Factor (VIF) to discover the presence of multicollinearity problems as prescribed by Mansfield and Helms (1982). Likewise, if the value of VIF is  $\leq 4$ , it does not make the problem of multicollinearity (Hair et al., 2010). Durbin-Watson test was conducted to check the autocorrelation problem in the data. To check the data's internal consistency, a reliability test was carried out.

The following OLS models were tested to examine the relationship between the regressand and regressors. The 'stepwise' method was applied in the regression analysis.

Multiple regression model 1:

$$AC = \alpha + \beta_1(SWC) + \beta_2(SNWK) + \beta_3(SPROMO) + u_i;$$

Multiple regression model 2:

$$CC = \alpha + \beta_1(SWC) + \beta_2(SNWK) + \beta_3(SPROMO) + u_i;$$

Multiple regression model 3:

$$NC = \alpha + \beta_1(SWC) + \beta_2(SPROMO) + \beta_3(SNWK) + u_i.$$

where  $AC$  = Affective Commitment,  $CC$  = Continuance Commitment,  $NC$  = Normative Commitment,  $SWC$  = Satisfaction with colleagues,  $SPROMO$  = Satisfaction with promotion,  $SNWK$  = Satisfaction with the nature of work, and  $u_i$  = error term.

### 3. RESULTS

#### 3.1. Summary measures and correlation matrix

Table 1 presents the scale summary of the instrument used in the study. The summary was prepared after the reliability test. The study measured three components of OC, as stated by Allen and Meyer (1990), viz. AC, CC, and NC. To measure each component of the OC, per component, 6 Likert items with five scales, ranging from strongly disagree = 1 to strongly agree = 5, were used. Likewise, this work used the Job Satisfaction Survey instrument developed by Spector (1997). The original instrument by Spector (1997) held 36 Likert items with six scales, but this study used five scales, ranging from strongly disagree = 1 to strongly agree = 5 for convenience purposes. The original instrument was designed to measure nine constructs viz. satisfaction with the variables, particularly, pay, fringe benefit, contingent rewards, promotion, coworkers, supervision, operating condition, communication, and the nature of work. However, in this study, only three variables were taken into consideration. A new variable called 'Satisfaction with colleagues' was created by combining two variables viz. satisfaction with

coworkers and satisfaction with the supervisor. These two variables were merged because of the multicollinearity issue between them. Along with the variable satisfaction with colleagues, two other variables viz. satisfaction with promotion and the nature of work were included in this study. The reliability test revealed the Cronbach's Alpha values for  $AC = 0.785$ ,  $CC = 0.714$ ,  $NC = 0.716$ ,  $SWC = 0.819$ , satisfaction with promotion = 0.685, and  $SNWK = 0.725$ . A universally accepted pattern is that the Alpha value between 0.6 and 0.7 shows an acceptable degree of reliability (Ursachi et al., 2013).

Table 1 reports a summary of the descriptive statistic of all the predictor variables:  $SWC$ ,  $SPROMO$ , and  $SNWK$ , and three dependent variables:  $AC$ ,  $CC$ , and  $NC$ .  $AC$ ,  $CC$ , and  $NC$  were measured using five scaled 6 Likert items. Therefore, a possible highest score for each type of commitment is 30 (i.e., 6 Likert items x highest score, i.e., 5). Therefore, the mean value above 15, which is half of 30, is considered high commitment and below 15 low commitment in each type of commitment.

For job satisfaction constructs, satisfaction with colleagues used five scaled 8 Likert items. Therefore, the highest possible score under the constructs;  $SWC$  is 40 (i.e., 8 Likert items x highest score, i.e., 5). Therefore, any mean value above 20, which is half of 40 (the highest possible score), is considered high satisfaction, and below 20 is considered low  $SWC$ . Only two variables viz.  $SPROMO$  and  $SNWK$  were measured using five scaled 4 Likert items. Therefore, the highest possible score under these two variables is 20 (i.e., 4 Likert items x 5, i.e., maximum scale). Therefore, any mean value above 10, half of 20, is considered high, and below 20 is considered low for that construct.

A descriptive summary presented in Table 1 reveals that the employees of private banks in Nepal have a high  $AC$ ,  $CC$ , and  $NC$ . Similarly, all the satisfaction constructs' mean values are also above the stated referral values. Therefore, the satisfaction of the private banks' employees in Nepal is also high.

Table 2 presents the correlation matrix of response and predictor variables. The results suggest a significant positive correlation at a 1% level between

**Table 1.** Summary statistics

Variables	Cronbach's Alpha	Minimum	Maximum	Mean	SD
AC	0.785	6	30	22.563	4.423
CC	0.714	6	30	18.859	4.716
NC	0.716	6	30	20.281	4.344
SPROMO	0.685	4	20	13.297	3.429
SNWK	0.725	4	20	15.553	3.123
SWC	0.819	8	40	28.312	6.198

**Table 2.** Correlation matrix of response and predictor variables  $N = 199$ 

Variables	AC	CC	NC	SNWK	SWC	SPROMO
AC	1					
CC	-.059 (.407)	1				
NC	.539** (.000)	.173* (.015)	1			
SNWK	.566** (.000)	-.026 (.717)	.466** (.000)	1		
SWC	.570** (.000)	-.028 (.696)	.494** (.000)	.523** (.000)	1	
SPROMO	.481** (.000)	-.073 (.303)	.440** (.000)	.531** (.000)	.388** (.000)	1

Note: \*\*  $p < 0.01$ , \*  $p < .05$ .

the dependent variables *AC* and *NC* and all the predictor variables *SWC*, *SPROMO*, and *SNWK*. Furthermore, the correlations between all the predictor variables are also significantly positive and less than 0.7, which shows a non-presence of multicollinearity problem among predictor variables.

Table 3 shows the results of regression analysis of the regressand (*AC*), and regressors (*SWC*, *SPROMO*, and *SNWK*). The multiple regression results reveal that *AC* is significantly and positively affected by *SWC*, *SPROMO*, and *SNWK*. The *R*-squared in this model was found .451, and the fitted model was also found highly significant. Also, the Variance Inflation Factor (VIF) of all the variables is less than 3. The regression coefficients results show no sufficient evidence to support the

null hypothesis. Therefore, it is concluded that these three regressors sufficiently affect the regressand *AC*.

Table 4 presents the regression analysis results for the regressand (*NC*) and regressors (*SWC*, *SPROMO*, and *SNWK*). The multiple regression analysis results reveal that total *NC* is significant and positively affected by *SWC*, *SPROMO*, and *SNWK*. The *R*-squared in this model was found .337, and the fitted model was also found highly significant. Also, the Variance Inflation Factor (VIF) of all the variables is less than 3. The regression coefficients results show no sufficient evidence to support the null hypothesis. Therefore, it is concluded that these three regressors sufficiently affect the regressand *NC*.

**Table 3.** Multiple regression equation of *AC* on all predictor variables

Variables	Unstandardized beta coefficients	t-statistics	p-value	VIF
Intercept ( $\alpha$ )	5.999**	4.495	.000	–
<i>SWC</i> ( $\beta_1$ )	.247**	5.498	.000	1.409
<i>SNWK</i> ( $\beta_2$ )	.397**	4.098	.000	1.666
<i>SPROMO</i> ( $\beta_3$ )	.255**	3.119	.002	1.426
F-statistics	53.426**	$R^2$	.451	–
p-value	.000	D-W test	1.989	–

Note: \*\*  $p < 0.01$ , \*  $p < .05$ .

**Table 4.** Multiple regression equation of NC on all predictors

Variables	Unstandardized beta coefficients	t-statistics	p-value	VIF
Intercept ( $\alpha$ )	6.364**	4.418	.000	–
SWC ( $\beta_1$ )	.218**	4.496	.000	1.409
SPROMO ( $\beta_2$ )	.278**	3.156	.002	1.426
SNWK ( $\beta_3$ )	.260*	2.485	.014	1.666
F-statistics	33.097**	$R^2$	.337	–
p-value	.000	D-W test	2.007	–

Note: \*\*  $p < 0.01$ , \*  $p < .05$ .

## 4. DISCUSSION

The regression coefficient of the SWC ( $\beta_1 = .247$ ,  $p < .000$ ) shows that a higher SWC resulted in a significantly higher AC of the employees working in private banks in Nepal. The outcomes of this study were similar to the outcomes of other studies (Gagnon & Judd, 2004; Morrow et al., 2005; Harris & Cameron, 2005; Chughtai & Zafar, 2006; McCormack, 2006; Fu & Deshpande, 2014; Macintosh & Krush, 2014; Valaei & Rezaei, 2016).

Furthermore, the regression coefficient of SNWK ( $\beta_2 = .397$ ,  $p < .000$ ) shows that as the level of SNWK increases, the AC of the employees will move in the same direction and statistically significant. This outcome is in line with the outcomes of other studies (Knoop, 1995; Snipes et al., 2005; Valaei & Rezaei, 2016; Fu et al., 2011). Regarding the positive relationship between these two variables, Porter et al. (1974) argued that job satisfaction is positively related to the tangible and specific aspects of the work environment. Thus, job satisfaction may create the employee's affective response towards their organizations.

Likewise, the regression coefficient of SPROMO ( $\beta_3 = .255$ ,  $p < 0.01$ ) suggests a higher SPROMO result in a significantly higher level of AC. Literature offers substantial support to this result. For instance, the studies by Mosadeghrad et al. (2008), Normala (2010), Cicekli and Kabasakal (2017) showed a direct association between promotion and OC.

Table 4 exhibits the regression analysis results for the regressand (NC) and regressors (SWC, SPROMO, and SNWK). The multiple regression analysis results reveal that NC is significant and positively affected by SWC, SPROMO, and SNWK.

The regression coefficient of the SWC ( $\beta_1 = .218$ ,  $p < .01$ ) indicates higher SWC results in a significantly higher NC of the employees working in private banks in Nepal. This finding is backed by the findings of Gagnon and Judd (2004), Harris and Cameron (2005), Chughtai and Zafar (2006), Fu and Deshpande (2014), Macintosh and Krush (2014), Valaei and Rezaei (2016). Similarly, the regression coefficient of SPROMO ( $\beta_2 = .278$ ,  $p < .01$ ) indicates that an increase in the level of SPROMO significantly increases the level of NC of the employees of private banks of Nepal. This study's outcome is similar to the outcomes of other studies (Lemons & Jones, 2001; Mosadeghrad et al., 2008; Normala, 2010; Cicekli & Kabasakal, 2017). An explanation for the positive relationship between satisfaction with the promotion and OC was offered by Blau (1964) using the theoretical framework of social exchange theory. Blau (1964) as cited by Tek (2009) argued that when organizations provide something valued by the employees, the employees are socially bound to reciprocate to the organization, which may be 'commitment'.

Likewise, the regression coefficient of SNWK ( $\beta_3 = .260$ ,  $p < .01$ ) indicates that a higher SNWK resulted in a significantly higher level of the NC of the employees working in private banks in Nepal. The findings of this investigation are supported by the findings of Snipes et al. (2005), Fu et al. (2011), and Valaei and Rezaei (2016). They found a significant positive relationship between SNWK and the NC of the employees.

However, the third model to examine the effect of the predictor variables, as mentioned above, on CC was not found relevant to this study's context. A similar result was reported by Paulin et al. (2006) and Gautam et al. (2001). Paulin et al. (2006) reported that satisfaction with the col-

leagues was significantly related to the AC and NC of the employees of their study, but CC was not relevant to their context of the study. Gautam et al. (2001) also reported that the set of regressors used in their study explained the CC and NC but

did not explain the AC. This study also found the set of regressors used in the study as irrelevant factors to predict CC. Therefore, the third regression model for assessing the impact of regressors on CC is not included in this report.

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## CONCLUSION

This work analyzed the effect of SWC, SPROMO, and SNWK on the three dimensions of OC of private bank employees in the Nepalese socio-cultural context. This study used the OLS regression models to explain the cause-and-effect relationship between three regressands (AC, NC, and CC) and three regressors (SWC, SPROMO, and SNWK). Three models were employed to analyze the relationship between the regressors and regressand variables. The stepwise regression analysis method revealed that SWC, SPROMO, and SNWK have a significant positive impact on AC and NC of private bank employees in the Nepalese socio-cultural context. However, the result showed that the regressor variables viz. SWC, SPROMO, and SNWK were irrelevant factors to explain the CC of private bank employees in the Nepalese socio-cultural context. From the analysis of the results, it can be stated that the employees' AC and NC can be improved by enhancing the employees' satisfaction with their colleagues, providing promotion opportunities duly, and a better work environment. A better relationship with colleagues decreases stress and promotes cooperation. Similarly, the promotion opportunity enables employees to achieve their career goals; compatibility between the employees' attributes and job content and context strengthens their willingness to remain in their respective organizations.

Knowing the relationship between these variables may help the managers take the required measures to enhance the OC of their employees and improve their retention rates. This study could explain the linkage between the regressor variables and AC and NC only, failing to explain the relationship between the given independent variable and CC in the Nepalese socio-cultural context. Further studies can be directed to determine why the given predictors of this study were irrelevant to explain the continuance commitment of the employees of private banks in Nepal.

## AUTHOR CONTRIBUTIONS

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Formal analysis: Arjun Rai.

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