



# A COMPARATIVE STUDY OF ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES OF ICICI AND HDFC BANKS IN RAIPUR CITY, CHHATTISGARH

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**Article History: Received:** 12.05.2023

**Revised:** 20.05.2023

**Accepted:** 22.05.2023

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## Abstract

This study aims to examine and compare the level of organizational commitment among employees of ICICI and HDFC banks in Raipur City, Chhattisgarh. Organizational commitment plays a crucial role in employee performance, job satisfaction, and overall organizational success. By analyzing the factors influencing organizational commitment, this research seeks to provide valuable insights into the similarities and differences between employees of ICICI and HDFC banks. The study utilizes a quantitative research design, employing a survey questionnaire as the primary data collection method. The questionnaire is distributed to a sample of employees from both banks.

This study is expected to contribute to the existing literature on organizational commitment by providing empirical evidence from the banking sector in Raipur City. The results will help HR managers and organizational leaders gain a deeper understanding of the factors that influence employee commitment, enabling them to develop effective strategies to enhance employee engagement, reduce turnover, and promote organizational loyalty.

**Key Words-** organizational commitment, ICICI Bank, HDFC Bank, comparative study, employee engagement, turnover.

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## Introduction

In organizational behavior and industrial and organizational psychology, organizational commitment is the individual's psychological attachment to the organization. The basis behind many of these studies was to find ways to improve how workers feel about their jobs so that these workers would become more

committed to their organizations. Organizational commitment predicts work variables such as turnover, organizational citizenship behavior, and job performance. Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be

connected to a worker's sense of organizational commitment.

Organizational commitment can be contrasted with other work-related attitudes, such as job satisfaction, defined as an employee's feelings about their job, and organizational identification, defined as the degree to which an employee experiences a 'sense of oneness' with their organization.

### **Literature Review**

Colarelli, Dean and Konstanz (1987) stated that commitment is positively related to job challenge, degree of autonomy and variety of skills the employee uses.

Folger and Konovsky (1989) stated that commitment is more closely related to perceptions of fair treatment than to satisfaction with personal outcomes.

Sharma and Singh (1991) stated that in a comparative study of one public sector and another private sector organization in Western India to find the factors involving affective commitment of Indian managers observed that situational factors such as job characteristics and various dimensions of organizational climate have a decisive role to play in influencing OC in conjunction with certain personal attributes.

Nortcraft and Neale, (1996) explained that Organizational commitment is determined by a number of factors, including personal factors (e.g., age, tenure in the organization, disposition, internal or external control attributions); organizational factors (job design and the leadership style of one's supervisor); non-organizational factors (availability of alternatives). All these things affect subsequent commitment.

Adeyemo (2000) reported a positive correlation between education and organizational commitment.

Muthuveloo and Rose (2005) in a study on antecedents and outcomes of OC among Malaysian engineers focusing on the three components of OC like affective, continuance and normative commitments and concluded that positive employee perception enhances OC, which in turn leads to positive organizational outcomes.

Riggio, (2009) stated that Organizational commitment is most probably affected by factors such as type and variety of work, the autonomy involved in the job, the level of responsibility associated with the job, the quality of the social relationship at work, rewards and remuneration, and the opportunities for promotion and career advancement in the company.

Lumley, (2010) explained that Organizational commitment has attracted considerable interest as attempts have been made to better understand the intensity and stability of an employee's dedication to the organization

### **Objectives of the study:**

- To analyze the level of organizational commitment with respect to allowances and rewards in ICICI & HDFC Banks of Raipur city.
- To analyze the level of organizational commitment with respect to gratuity policy in ICICI & HDFC Banks of Raipur city.
- To analyze the level of organizational commitment with respect to appreciation of work and efforts in ICICI & HDFC Banks of Raipur city.

- To analyze the level of organizational commitment with respect to opportunities for promotion in ICICI & HDFC Banks of Raipur city.

**Research hypothesis:**

- H<sub>0</sub>:  $\mu_1 = \mu_2$  {There is no significant difference between ICICI & HDFC banks with respect to allowances and rewards.}  
H<sub>a1</sub>:  $\mu_1 \neq \mu_2$  {There is significant difference between ICICI & HDFC banks with respect to allowances and rewards.}
- H<sub>0</sub>:  $\mu_1 = \mu_2$  {There is no significant difference between ICICI & HDFC banks with respect to gratuity policy.}  
H<sub>a2</sub>:  $\mu_1 \neq \mu_2$  {There is significant difference between ICICI & HDFC

- banks with respect to gratuity policy.}
- H<sub>0</sub>:  $\mu_1 = \mu_2$  {There is no significant difference between ICICI & HDFC banks with respect to appreciation of work and efforts.}  
H<sub>a3</sub>:  $\mu_1 \neq \mu_2$  {There is significant difference between ICICI & HDFC banks with respect to appreciation of work and efforts.}
  - H<sub>0</sub>:  $\mu_1 = \mu_2$  {There is no significant difference between ICICI & HDFC banks with respect to opportunities for promotion.}  
H<sub>a4</sub>:  $\mu_1 \neq \mu_2$  {There is significant difference between ICICI & HDFC banks with respect to opportunities for promotion.}

**Table-1 Group Statistics**

	Bank	N	Mean	Std. Deviation	Std. Error Mean
Allowances	ICICI	50	2.1800	1.35059	.19100
	HDFC	50	3.6600	1.49298	.21114
Gratuity policy	ICICI	50	2.2400	1.36367	.19285
	HDFC	50	3.6400	1.27391	.18016
Appreciation	ICICI	50	2.2800	1.32542	.18744
	HDFC	50	3.4400	1.12776	.15949
Promotion	ICICI	50	2.2400	1.30243	.18419
	HDFC	50	3.5000	1.07381	.15186

Table 2- Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Allowances	Equal variances assumed	.515	.475	-5.198	98	.000	-1.48000	.28471	-2.04500	-.91500
	Equal variances not assumed			-5.198	97.032	.000	-1.48000	.28471	-2.04507	-.91493
Gratuitypolicy	Equal variances assumed	.159	.691	-5.305	98	.000	-1.40000	.26391	-1.92372	-.87628
	Equal variances not assumed			-5.305	97.549	.000	-1.40000	.26391	-1.92375	-.87625
Appreciation	Equal variances assumed	1.125	.292	-4.713	98	.000	-1.16000	.24611	-1.64840	-.67160
	Equal variances not assumed			-4.713	95.551	.000	-1.16000	.24611	-1.64856	-.67144
Promotion	Equal variances assumed	.920	.340	-5.278	98	.000	-1.26000	.23872	-1.73373	-.78627
	Equal variances not assumed			-5.278	94.563	.000	-1.26000	.23872	-1.73395	-.78605

### Findings

All the alternate hypothesis has been accepted which shows that there is a significant difference between ICICI & HDFC banks.

- There is significant difference between ICICI & HDFC banks with respect to allowances and rewards. It shows that the HDFC employees are satisfied with the allowances and rewards provided to them by the organization. Whereas employees of ICICI bank seems to be little dissatisfied with the provided allowances and rewards.
- There is significant difference between ICICI & HDFC banks with respect to gratuity policy which depicts that the employees of HDFC banks are happy with the gratuity policy provided to them as compared to ICICI bank employees.
- There is significant difference between ICICI & HDFC banks with respect to appreciation of work and efforts indicating that HDFC employees feel that their works and efforts are

appreciated whereas it is not in the case with ICICI bank employees.

- There is significant difference between ICICI & HDFC banks with respect to opportunities for promotion showing that the employees of HDFC bank feels that they are provided with unbiased promotion opportunities however ICICI bank employees feel that there is some biasness in the promotion opportunities available.

### **Conclusion**

The study concluded that the level of organization commitment of employees in HDFC banks is higher than that of the employees of ICICI banks.

The employees of HDFC bank are more committed towards their organization with respect to the allowances and rewards, gratuity policy, appreciation of work and efforts, promotion opportunities.

The comparative analysis between ICICI and HDFC banks shed light on the distinct organizational cultures and practices within the two organizations. These differences may contribute to variations in employee commitment levels. Understanding these differences can assist in identifying best practices and areas for improvement, fostering a positive work environment, and attracting and retaining talented individuals.

In summation, the organizations need committed individuals to reach their goals. When we associate with the values of an organization, we tend to contribute more positively, even in an altruistic manner. Good leaders should see their team members as individuals who have their own needs and responsibilities. It is important not only to retain people but also to win over their hearts in order to attain the highest quality of outcomes.

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