

IMPACT OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON JOB PERFORMANCE OF PRIVATE BANK EMPLOYEES IN BANGLADESH

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Abstract:

The purpose of this study is to investigate the impact of job satisfaction and organizational commitment on job performance of private commercial bank employees' in Bangladesh. For the study, data were collected from 395 employees of different private commercial banks through structured questionnaire. To evaluate the relationship and impact between variables, correlation and regression analysis were used. The findings revealed that job satisfaction and organizational commitment are positively correlated with employee's job performance. Those two independent variables also impacts positively on job performance. The influence of job satisfaction is more than the influence of organizational commitment on employee's job performance. Recommendations have been offered for the decision makers in business organization on how to improve job satisfaction and organizational commitment of the employee's in organization. Limitations of the research and directions for future research have also been suggested.

Key words: Job satisfaction, Organizational commitment, Job performance, private commercial banks, Bangladesh

JEL classification: J28

1. INTRODUCTION

Bangladesh appeared as a new nation on the world map after the independence in 1971. The financial institutions, especially banks are playing a vital role in re-constructing the war-torn economy of Bangladesh. Employees' performance is a vital factor in improving the performance of a bank. In order to improve the individual performance of an employee, job satisfaction and organizational commitment act as a motivating force (Kuvaas B, 2006).

Job satisfaction was defined as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004). Job satisfaction is a general attitude toward one's job. It is developed comprising many specific attitudes in the areas of (i) job related factors; (ii) individual characteristics; and (iii) group relationship outside the job. These factors are very difficult to isolate from each other for analysis purpose. When a worker is employed in a business organization, he brings with him specific desires, needs, and experiences that determine his expectations from the job. Job satisfaction represents the extent to which those expectations were satisfied. Job satisfaction is closely linked to individual's behavior in the work place (Davis et al., 1985).

Organizational commitment is another issue of great importance that influences employee performance (Irefin, 2014). In 1960, American sociologist Becker originally proposed the concept of organizational commitment. He took it as a psychological phenomenon that will let staff stay in the organization continually with the high devotion. Organizational commitment reflects the psychological bond between employees and organizations. According to Meyer, Allen (1991),

organizational commitment is reflected in at least three types of organizational behavior: active association with the organization, the predictable costs of leaving the organization and the obligation to remain in the organization. These three approaches are called affective, continual and normative commitment. Organizational commitment implies employee determination of whether to stay or not stay in the organization. Organizational commitment benefits an organization in a number of ways. It can improve performance; reduced absenteeism and turnover thereby increase productivity. Commitment is a sound involvement that cause in effective job performance (Riketta, 2002; Shore & Wayne, 1993). Similarly (Elizur & Koslowsky, 2001) says that, in every organization that has a high performance one thing is common like employee engagement and commitment toward organizational goals and objectives.

This study aims to find out relation between job satisfaction and organizational commitment and evaluate their impact on job performance. The study is quantitative in nature. Primary data were collected through structured questionnaire. The study has taken a sample of 395 employees from different private commercial banks and used multiple regressions to find the relation between variables. At the end result is drawn and conclusion is made. Thus, the study constitutes an aid to policy makers, researchers and the government for improving the various aspects of banking sector in Bangladesh. The findings of the study will also be very much helpful for both local and foreign banking organizations.

1.1. STATEMENT OF PROBLEM

In current days, competitions in banking sector are increasing dramatically in Bangladesh. There are six state owned commercial bank, two specialized bank, 49 private local and foreign bank are currently working in Bangladesh (BB, May, 2019). As a result the working pressure in bank job is also increasing. For this job stress, the banks employees are continuously switching their jobs from one bank to another. This will negatively affect the performance level of an organization. If the employees' commitments to an organization are not strong, employee turnover rate will increase. Low employees' commitment level also negatively affects the performance of an organization. Job satisfaction is also closely related with many organizational phenomena such as motivation, performance, leadership, attitude, conflict, moral etc. According to Hussani (2008), in addition to the nature of the job, Job satisfaction and dissatisfaction also depends on employee's expectations from the job. Whether the organization will function successfully or not, it depends on employee's commitment with their organization and on the individual endeavor at result. This type of behavior in banking sector is a part of socio-economic and political problems faced by many countries like Bangladesh.

Therefore, this study has tried to testify the impact of employees' job satisfaction and organizational commitment on the performance in selected private banks in Bangladesh and suggest solutions.

1.2. OBJECTIVES OF THE STUDY

The purpose of this study is to investigate the impact of job satisfaction and organizational commitment of banks employee's on their job performance in Bangladesh. More specifically, the objectives of the study are as follows:

1. Find out the impact of job satisfaction on employee's job performance in the banking sector of Bangladesh.
2. Find out the impact of organizational commitment on employee's job performance in the banking sector of Bangladesh.
3. Find out the relationship between job satisfaction and organizational commitment in the banking sector of Bangladesh.

1.3. RATIONALE OF THE STUDY

Although many publications have dealt with job satisfaction and organizational commitment, yet not many studies are focused in the banking industry in Bangladesh. Therefore, there is a scope to add value in this area. In addition, this study also indicates how much organizational commitment and job satisfaction of banks employee's will affect their organizational performance. Therefore the result of this study will be an interesting finding and will also fill in the gap of the existing literature regarding the performance of private commercial banks in Bangladesh.

1.4. RESEARCH QUESTIONS

The specific objectives of this study guides to find the following research questions:

- Q 1. What is the impact of employee's job satisfactions on their job performance in the banking sector of Bangladesh?
- Q 2. What is the impact of employee's organizational commitments on their job performance in the banking sector of Bangladesh?
- Q 3. Is there any relationship between job satisfaction and organizational commitment in the banking sector of Bangladesh?

2. THEORETICAL DISCUSSION

2.1. JOB PERFORMANCE

Employee performance or job performance is the vital element for any organization. It is the most important factor for the success of an organization and its performance. But one or two employees cannot change the organization's destiny. The organization's performance is the shared and combined endeavor of all of its employees. According to Mwita (2000), "Performance is the key multi character factor intended to attain outcomes which has a major connection with planned objectives of the organization".

Job performance is a sign of the capacity of a company to efficiently achieve independent goals (Venkatraman & Ramanujam, 1986). One of the elements for assessing the employees' performance is their level of their productivity. Several researches have introduced various methods to evaluate organizational performance (Wong & Wong, 2007; Prajogo, 2007). This includes the quality, quantity, knowledge or creativity of individual towards the accomplished works that are in accordance with the responsibility during a specified period.

2.2. JOB SATISFACTION AND JOB PERFORMANCE

Mishra (2013), in his article state that job satisfaction is attitude one has towards effective response to the job. It is related with specific factors such as wages, supervision, and steadiness of employment, conditions of work, social relation of the job, prompt settlement of grievances, fair treatment of employer and other similar items. For achieving this job satisfaction different programs and policies need to be introduce in an organization, which are relate with working hours, payment of work done, training, motivation, team work and welfare measures.

Saari, L. M. & Judge, T. A. (2004) studied on employee attitudes and job satisfaction. They found three major gaps between HR practice and the scientific research in the area of employee attitudes in relation to job satisfaction. Fields identified yet to explore were - causes of employee attitudes, the results of positive or negative job satisfaction, and employee attitude measuring indicators and their influences. They also said that industrial/organizational psychology has a long, rich, and sometimes controversial history related to the study and understanding of employee attitudes and job satisfaction. Some of this research is very specific and aimed primarily at other

researchers, while other publications provide practical guidance on understanding, measuring, and improving employee attitudes and job satisfaction.

Aziri, B. (2011) demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations.

Singh, J. K. & Jain, D. M. (2013), jointly studied employee's job satisfaction found that employee's job satisfaction can be achieved by creating a work environment that maintains employee job satisfaction as well as motivates people towards exceptional performance at the workplace achieving work-life balance. Today job satisfaction becomes one of the most complex tools for managers to manage the employees. Policy makers and managers have turned their attention to provide different kinds of facilities to satisfy their employees. A good work environment and good work conditions can increase employee job satisfaction and the employees will try their best to increase their work performance.

Byars and Rue (1997) and Moorhead and Griffin (1999) in their paper argued that job satisfaction possess significant impact on organizational commitment, turnover, absenteeism, tardiness, accidents, and grievances. According to Robbins (1999), a satisfied workforce can increase organizational productivity through less distraction caused by absenteeism or turnover, few incidences of destructive behavior, and low medical costs.

2.3. ORGANIZATIONAL COMMITMENT AND JOB PERFORMANCE

Shamila and Thavakumar (2018), evaluate the impact of Transactional Contract Fulfillment on Organizational Commitment in Selected commercial banks at Batticaloa District in Sri Lanka. They considered that Transactional Contract Fulfillment is one of the most important predictors of Organizational Commitment. Overall finding from their study is that, there is a strong positive relationship between Transactional Contract Fulfillment and Organizational Commitment in selected banks in Batticaloa District.

Radosavljevic, Cilerdzic and Dragic (2017), tried to determine the level of organizational commitment on the territory of Novi Sad and also tried to get the answer to question whether there is a significant association between demographic characteristics and commitment base. Gender did not show a statistically significant association with any basis of organizational commitment. Years of working experience and level of education were found significantly associated with continual and normative bases of organizational commitment, while personal evaluation of the level of utilization of working potential were found linked with only the affective basis of commitment

Raisiene and Vilke (2014), examined about the employee organizational commitment development at voluntary organizations in Lithuania. The aim of the article was to define reasons and methods of strengthening volunteers' organizational commitment and personal initiative, in participating in voluntary activity in non-profit organizations. Results indicate that volunteers' satisfaction is increased by the comprehension of social usefulness of the accomplished work. Mostly valued external reward was the recognition, which was realized in a form of commendation. Here, unexpected upshot was found. Volunteers would like to be evaluated as dedicated people able to accomplish their commitments and also as valuable personalities. Recognition and positive evaluation of their work results concerns only a fifth of them. Also, it was indicated that the volunteers' feeling of commitment to the organization is mostly sustained by organization leaders' trust in volunteers and by properly formulated and clearly defined assignments. It was identified that volunteers are mostly characterized by normative commitment, less – affective commitment and the least – continual commitment.

Luthans,F., McCaul, H. S. and Dodd, N. G.(1985), analyzed about the organizational commitment of different countries where considerable attention was given to exploring the differences between Japanese and American workers that might explain the widening productivity growth rates between the two countries. Some have suggested that this difference in productivity growth is due to Japanese workers having a higher level of commitment to their organizations than

American workers. (Cole, 1979 & Hatvany and pucik 1981). The results of their study indicates that Japanese and Korean who are indifferent in levels of organizational commitment are less organizationally committed than U.S. employees. Since country accounted for only 7 percent of the variance, the difference between the United States and the two Asian countries may be of significance, but the finding certainly disproves the widespread Japanese workers are more committed to their organizations than their U. S. counterparts.

Organizational commitment has a positive relation with employee individual behavior and work output, it attracts many scholars. Zhang, Liu and Sun (2014), completed a research work based on innovative talent recruitment based on organizational commitment theory. Porter (1974) and Mowday (1974) pointed out that organizational commitment has significant recognition. On the basis of literature review the researchers have deduced following theoretical framework and research hypothesis in order to describe the relationship of job satisfaction and organizational commitment of banks employee's on their job performance in Bangladesh.

3. THEORETICAL FRAMEWORK

In this paper we explore the relationship between job satisfaction and organizational commitment of banks employee's on their job performance in Bangladesh. For the implementation in the study, dependent and independent variables have been highlighted. The literature review defines independent variables are the job satisfaction and the organizational commitment while dependent variable is employee's job performance. It is clear from existing literatures that there is a strong positive impact of job satisfaction and organizational commitment on employee's job performance. Hence, the theoretical framework for this study can be presented by the following diagram.

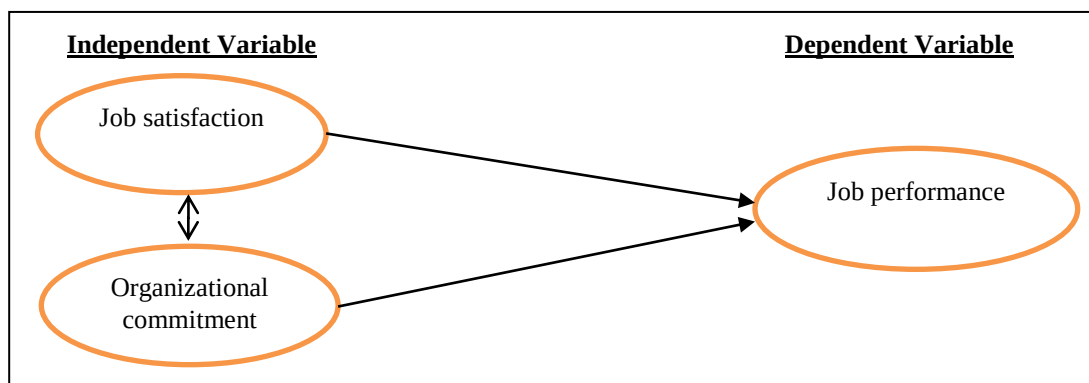


Figure no. 1. The theoretical framework for this study

Source: Own model

4. DEVELOPMENT OF HYPOTHESIS

Based on the above of literature review, research questions and research framework the following hypothesis can be developed:

H.1: Job satisfaction has a positive impact on employee's job performance.

H.2: Organizational commitment has a positive impact on employee's job performance.

H.3: There is a positive relationship between job satisfaction and organizational commitment.

5. RESEARCH METHODOLOGY

This overall study is about the significance of job satisfaction and organizational commitment and their impact on the employee's performance. In this study researchers have also tried to develop the relationship between job satisfaction and organizational commitment and also tried our best to judge their consequences and value in Bangladeshi banking sector. Data required

for such study was mostly primary in nature. Therefore, at first, population and samples are defined and then a set of questions were identified to develop survey questionnaire.

5.1. POPULATION AND SAMPLES

All the employees of private commercial banks of Bangladesh were the population of this study. The respondents were taken from different private banking organizations situated only in Dhaka and Chittagong cities in Bangladesh. These two are the largest cities in Bangladesh and therefore, had the sufficient qualified, knowledgeable and experienced employees. Convenience sampling method was applied for this study since this was a non-paid survey and officials were too busy to spare time for interview. The data was mostly gathered from the middle and top level management due to their knowledge and work experience for the authenticity of the information. Lower level executives are also included in a small proportion. According to Saunders et. al. (2011), if the population size is 100000 or more with 95% confidence level and 5% error margin, the minimum sample size should be 383. Since the total number of employees in banking sector of Bangladesh is around 162741 (BB, 2017), the researchers has set a target of around 400 samples and finally received 395 completed responses.

5.2. SURVEY INSTRUMENTS

For measuring employee's job performance, this study has used an eleven-item scale developed by Tsui et al., (1997). Sample items are - "The employee's efficiency is much higher than average", "Employee's standards of work quality are higher than the formal standards for this job", "Employee strives for higher quality work than required" etc. The mean score of job performance is obtained by totalling the job performance item scores and dividing it by the number of items.

For measuring the Job satisfaction of the respondents, an eleven-item scale developed by Ather and Nimalathasan (2006) was used. Sample items are "My salary is the best compared with other organization", "there are many chances to get promotion in my career", "overall I am satisfied" etc.

In order to measure the organizational commitment of the executives, eighteen-item Scale developed by Meyer, Allen, & Smith (1993) has been adopted in this study. Sample items for the OC questionnaire are "I really feel as if this organization's problems are my own", "I would be very happy to spend the rest of my career with this organization", "this organization has a great deal of personal meaning for me" etc.

Hence the developed questionnaire has forty questions presented in 5 point Likert Scale ranging from 1 to 5 such as strongly disagree, disagree, neutral, agree and strongly agree.

5.3. DATA COLLECTION PROCEDURE

The participants were guaranteed that all the information provided by them would be kept confidential and used only for research purpose. Total 520 questionnaires were dispersed to the respondents and 450 questionnaires were collected, out of which 30 questionnaires are not filled and 25 questionnaires were rejected due to scarcity and incompleteness of information. So we have taken 395 questionnaires for our analysis.

The data received from the respondents were analyzed with the help of statistical software program SPSS- 23. Pearson correlation analysis and regression analysis was used to accept or reject the hypothesis. Due to some constraints, it was not possible to collect an equal number of responses from each of the banks approached for this study.

6. DATA ANALYSIS AND DISCUSSION

6.1. DEMOGRAPHIC STATISTICS

Table 1 discloses the demography of the respondents. Most of the respondents were between the age limit of 25-35 year (49.4%). The demography of the different respondents also exposes that the majority of the respondents were male (92.4%) whereas female were only 7.6% of the total respondents. A small number of top management (2.8%) replied as respondents but the information they have provided was satisfactory to accomplish the analysis.

Table 1. Demographic information of the different respondents (N=395)

Variables	Frequency Distribution	Percentage	Variables	Frequency Distribution	Percentage
Age Limit			Position in Organization		
Above 18 ~ 25	13	3.3%	First line	34	8.6%
Above 25 ~ 35	195	49.4%	Lower Level	55	13.9%
Above 35 ~ 45	156	39.5%	Mid-level	295	74.7%
Above 45 ~ 55	28	7.1%	Top Level	11	2.8%
Above 55	3	0.8%	Total	395	100.0%
Total	395	100.0%			
Educational Level			Marital Status		
Bachelor	21	5.3%	Single	59	14.9%
Diploma	18	4.6%	Married	334	84.6%
Master	354	89.6%	Widowed	2	0.5%
PhD	2	0.5%	Total	395	100.0%
Total	395	100.0%			
Experience			Gender		
Above 1~ 5	63	15.9%	Male	365	92.4%
Above 5~ 10	158	40.0%	Female	30	7.6%
Above 10 ~15	136	34.4%	Total	395	100.0%
Above 15 ~ 20	17	4.3%			
Above 20	21	5.3%			
Total	395	100.0%			

Most of the respondents were master degree holders (89.6%). It was also an important factor that majority of the respondents had profound qualification. Middle management was 74.7% and lower level management was 13.9% of the respondents. Practical experience after education was also an important factor. Most of the respondents were between 5 to 15 years of practical exposure (74.4%). 84.6% of the respondents were married and 14.9% were single in their marital status.

6.2. RELIABILITY AND VALIDITY ANALYSIS

Cronbach's Alpha is one of the most commonly used tools for measuring internal constancy of the items used for measuring research variables. This research also used Cronbach's Alpha to measure the level of internal reliability of three constructs which consists two independent variables and one dependent variable. Malhorta and Peterson (2006) has suggested a range for Cronbach's Alpha coefficient that indicates level of reliability. If the Cronbach's Alpha coefficient of a variable is below 0.6, the variable's reliability is considered weak. If it falls in between 0.6 to 0.8, variable's reliability is taken as moderately strong. But, if a variable's Cronbach's Alpha coefficient score falls between 0.8 to 1.0; it indicates that the variable has a very strong reliability. In table 2, clearly shows that all constructs in this study are having either moderately strong or very strong reliability.

Table 2. Internal Reliability Analysis Result

Factors	Cronbach's Alpha	N of items
Job performance	0.874	11
Job Satisfaction	0.793	11
Organizational Commitment	0.785	18

Hence the values of table 2 indicate that there are reliable relationships among these items for further analysis.

The validity refers the extent to which differences in observed scales scores reflect true differences among objects on the characteristics being measured, rather than systematic or random error (Malhotra, 2002). Validity test was not essential here because established survey instruments were used in this study.

6.3. PEARSON'S CO- EFFICIENT OF CORRELATION ANALYSIS

Pearson's correlation coefficient (r) is a measure to examine the strength of association among variables regardless of its nature as independent, dependent, moderator, mediator or control variable. Its objective is to determine types (positive or negative) and degree (no, weak, moderate, high) of relationships between the variables. Table 3 displays SPSS output for correlation among Job Satisfaction, Organizational Commitment, and Job Performance of bank employees.

Table 3. Correlation matrix of Job Satisfaction (JS), Organizational commitment (OC), and Job Performance (JP)

		JS	OC	JP
JS	Pearson Correlation	1	.348**	.437**
	Sig. (2-tailed)		.000	.000
OC	Pearson Correlation	.348**	1	.395**
	Sig. (2-tailed)	.000		.000
	N	395	395	395

** . Correlation is significant at the 0.01 level (2-tailed).

This highlights the co-efficient of correlation paradigm among the job satisfaction, organizational commitment (independent variables) and job performance (dependent variable). The most considerable relationship is the employee's job satisfaction $r = 0.437$, $p < 0.01$ with job performance. The following next considerable relationship between employee's organizational commitment and job performance is $r = 0.395$, $p < 0.01$. While job satisfaction and organizational commitment are also positively correlated at $r = 0.348$, $p < 0.01$. Thus, all the variables have bond with each other and have the positive and significant correlation.

6.4. REGRESSION ANALYSIS

Multiple Regression analysis is conducted primarily to determine the cause and effect relationships between two or more independent and dependent variables. In this study, Multiple Regression Analysis is used to investigate the relationship of two independent variables- Job Satisfaction and Organizational Commitment with one dependent variable – Job Performance. SPSS- 23 is used to check the interdependence of the variables. Table 4, 5, & 6 mentioned below clearly shows regression output through their values.

Output (Table-4). In general Model fit of Dependent and the Independent Variables.

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.508 ^a	.258	.254	.45640	1.798

a. Predictors: (Constant), Organizational Commitment, Job Satisfaction

b. Dependent Variable: Job Performance

On the above table, tabulates the correlation between dependent variable (Job performance) and independent variables (job satisfaction and organizational commitment). The R square value, i.e. the coefficient of determination is 0.258. It shows the percentage of total variation of Y that is explained by Xs. Besides, the value of adjusted r-square should be less than 0.8 to be called as significant. Based on this concept, it can be anticipated that 25.8 percent of the average job performance is explained by job satisfaction and organizational commitment. Next the value of Durbin-Watson in the analysis is comes out to be 1.798 which is near to 2 showing the result as significant. The value of Durbin-Watson equal to 2 or near to 2 shows that there is no issue of auto correlation.

In order to over confirm the relationship between both dependent and independent variables, the researchers have further explored ANOVA to testify the relationship among all variables.

Output (Table-5). Overall Model fit of Dependent and the Independent Variables.
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.430	2	14.215	68.241	.000 ^b
	Residual	81.654	392	.208		
	Total	110.084	394			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Organizational Commitment, Job Satisfaction

Above ANOVA analysis output Table 5 shows that 110.084 (28.430 + 81.654) squared error will occur if the prediction for dependent variable only uses the mean of job performance. Whereas, by using the two independent variables (job satisfaction and organizational commitment) the squared error will be reduced by 25.83 percent (28.430 ÷ 110.084) and this is statistically significant since F ratio of 68.241 and p value is 0.00 against the criterion that F value should be greater than 5 which and p-value is <0.05.

Output (Table-6). Regression output for Job Performance (JP), Organizational Commitment (OC) and Job Satisfaction (JS).

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.773	.207		.000
	JS	.332	.045	.341	.000
	OC	.295	.050	.276	.000

a. Dependent Variable: JP

Tables 6 shows the significant relationship between the independent variables (organizational commitment and job satisfaction of employees) and dependent variable which is job performance. According to Hair et al. (2006), the common regression model is:

$$Y = b_0 + b_1V_1 + b_2V_2.$$

Hence, based on the information in Table 6, the prediction equation for job performance can be stated as:

$$Y (\text{job performance}) = 1.773 + 0.332(\text{job satisfaction}) + 0.295(\text{organizational commitment}).$$

This table 6 shows the values of all the betas. They tell us that how much our independent variables are affecting the dependent variable. It can be interpreted as 1 unit change in job satisfaction brings 0.332 units change in employee's job performance. The t-value should be greater than 1.96 and p-value should be less than 0.05. So considering both t-values and p-values we found that $t = 7.347 > 1.96$, and $p = 0.000 < 0.05$. So we can say that results of the independent variables

are significant. Another, 1 unit change in organizational commitment brings 0.295 units change in employee's job performance at t value is $5.955 > 1.96$ and $p = 0.000 < 0.05$. All those values are significant for this research work.

6.5. THE PROPOSED HYPOTHESIS IS EXPLAINED AS UNDER

H.1: Job satisfaction has a positive impact on employee's job performance:

According to Table 6, Hypothesis 1 is accepted because result indicates that there is significant positive correlation between job satisfaction and job performance of employees. The coefficient of Job Satisfaction is 0.332, indicating that job satisfaction level of employees have a higher influence over their job performance than the other independent variable - organizational commitment. As according to Hair et al., (2006), "the greater Beta value indicates that higher influential factor by the particular independent variable". Hence, it can be interpreted as 1 unit change in job satisfaction brings 0.332 units change in employee's job performance. However the relationship also significant at the significance level p is 0.000, which is less than 0.05. So, the hypothesis is accepted.

H.2: Organizational commitment has a positive impact on employee's job performance:

The coefficient for OC is 0.295 which indicates that organizational commitment of employee's have a high influence over their job performance. If 1 unit changes in employee's organizational commitment, it brings 0.295 unit change in employee's job performance. The relationship is also significant since p value is 0.000, which is less than 0.05. So the hypothesis 2 is also accepted.

H.3: There is a positive relationship between job satisfaction and organizational commitment:

In table 3, the relationship between job satisfaction and organizational commitment shows a positive result at value 0.348 which means moderately strong correlation. Moreover, $p = 0.000$ confirms that the association between job satisfaction and organizational commitment is significant. Therefore we can accept Hypothesis 3.

The most considerable relationship is the employee's job satisfaction $r = 0.437$ ($p < 0.01$) with job performance. The following next considerable relationship between employee's organizational commitment and job performance is $r = 0.395$ ($p < 0.01$).

7. LIMITATIONS OF THE STUDY

Although there are several contributions of this research, a lot of limitations are still there. This study focused only on the experienced executives working in different banking sector organization, and ignored those belonging to young generation, who have just entered into their practical field and have less experience. The main cause for not taking the young generation into consideration is that, majority of them are not still skilled enough in their field, and therefore unable to contribute significantly to the performance of the organization.

The sample size which is 395 in this study can be enlarged and there will be more chances for better results in terms of significance. The researchers faced the problem of some inadequate and unreliable data which reduced sample size. Another problem is that some of the respondents are not ready to cooperate especially in filling the questionnaires. They feared that their information will be disclosed to other people. Also the researchers did not receive all the questionnaires that are

distributed to the respondents. However, the remaining responses received were sufficient to accomplish the purpose of this study.

8. RECOMMENDATION AND CONCLUSION

The overall findings of the study uphold the theoretical relationship that job satisfaction and organizational commitment have a positive impact on job performance of employees. The result provides a comprehensive description about the hypothesis of the study. Correlation matrix of the variables shows a positively relations among job satisfaction, organization commitment and job performance. The impact of job satisfaction is more than the impact of organizational commitment on job performance of employee's in banking sector in Bangladesh. The regression supported the relationship with higher beta value. The job satisfaction of employees and their organizational commitment is also found positively related with each other. Therefore, every organization specially banking institutions should develop strategies for strengthening the organizational commitment and increase the employee's job satisfaction to enhance employee's performance as well as organizational performance. This will increase their employees' productivity which ultimately results in higher profits, higher customer satisfaction as well as higher customer retention. For this reason, at first decision makers must set their priority to improve job performance and allocate adequate resources for inspire and training employees to acquire adequate knowledge, skills and therefore increase their performance.

9. FUTURE RESEARCH

This research paper is directly related with the job satisfaction and organizational commitment of employee's on job performance in a banking organization. The future research could explore how job satisfaction and organizational commitment can be strategically executed and achieved in order to increase the employee's performance level in the organization. Besides relationship of job satisfaction and organizational commitment with absenteeism, turnover etc. in the banking sector of Bangladesh will also add value to the academic and professional area.

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