

The Impact of Work-Related Factors on Satisfaction and Commitment of the Employee in the Insurance Companies in Bangladesh

Serena Aktar*

Abstract

The present study adopted a quantitative research approach by nature. The purpose of this research is to determine the impact of work-related factors on the satisfaction and commitment of the employee in the insurance companies in Bangladesh. Besides, it is aimed at exploring to what extent these employees were satisfied and committed to their organization with different dimensions of work-related factors. Although, this is an empirical study, both primary and secondary data have been required. Books, published journals have been used as the sources of secondary data, and questionnaires have been used as the tools for collecting the primary data from the employees of insurance companies in Bangladesh. About 300 questionnaires were distributed; 260 questionnaires statistically usable questionnaires were received. Stepwise descriptive statistics, multiple regression analyses were used to confirm the research hypotheses. The findings of the study indicated that employees' job security and training & development are the most influential factor in creating job satisfaction. But training and development have a negative influence on the organisational continuance commitment in the insurance companies of Bangladesh. It is suggested in this study that rigorous training and development shall be focused on the effective functioning of the insurance companies.

Keywords: Satisfaction, Commitment, Affective Commitment, Continuance Commitment, Normative Commitment, Work-Related Factors

Introduction

Life Insurance and General Insurance are two nationalised insurance companies that began the insurance sector in Bangladesh, after independence. The private sector was introduced, as insurance companies started to enter the companies. It expanded from 1980. Presently, 62 companies, 18 life insurance companies, including one foreign and one state-owned company, and 44 general insurance companies, including one state-owned company, are operating under the Insurance Act of 2010. Life insurance, general insurance, reinsurance, micro-insurance, and Takaful or Islamic insurance services are found in Bangladesh (<https://www.bb.org.bd/fnansys/insurance.php>).

Employee satisfaction refers to a collective feeling towards a job with different dimensions, to which the employees act in response affectively. In another sense, employee satisfaction is the way employees feel about their jobs and the different aspects that go with it (Kreitner & Kinicki, 2006). A study by Porter et al. (1974) defined that organisational commitment is the relative strength of an individual's identification with and involvement in a particular organisation. Commitment is considered an employee's willingness to devote themselves to achieving organisational goals. Under commitment, it is revealed that highly committed employees are dedicated to developing organisational goals by staying with a particular organisation (Opkara, 2004). There are three components of organisational commitment, affective commitment, which is a psychological attachment to

* Assistant Professor of Management, Department of Business Administration, Faculty of Business, Northern University Bangladesh, Dhaka, Bangladesh. Email: serene7868@gmail.com

an organisation; continuance commitment, which is associated with the cost of leaving the organisation; and normative commitment, which is perceived as the obligation to remain with the organisation and continue to participate in the organisation (Tella et al., 2007).

In a broad sense, employees with stable work experiences fulfill fundamental needs, and rise to progress and connection with the organisation; this is known as affective commitment (Meyer et al., 1993). The concept of affective organisation as developed by Mowday et al. (1982) describes affective organisational commitment as “a strong belief in and acceptance of the organisation’s goals and values; a willingness to employ considerable effort on behalf of the organisation; and a strong wish to maintain membership in the organisation.” Meyer et al. (2002) indicated that skills and education are not easily transferred to other organisations, which tend to increase workers’ continuance commitment to their current organisations. Continuance organisational commitment considers the idea that individuals do not leave a company for fear of losing their benefits, taking a pay cut, and not being able to find another employee (Murray et al., 1991). It can be defined that normative commitment to the organisation develops, based on a collection of pressures that individuals feel during their early socialisation, from family and culture, and during their socialisation as newcomers to the organisation. Normative commitment can increase when an individual feels loyal to his employer or responsible to work for the benefits that he gets from the organisation, as a result of the desire to compensate for the favours received from the institution (Meyer et al., 2002).

According to Meyer et al. (2002), employee satisfaction is a development of organisational commitment. The main difference between organisational commitment and employee satisfaction is that while organisational commitment can be defined as the emotional responses that an employee has towards his organisation, employee satisfaction is the responses that an employee has towards the job. It is considered that the two variables, organisational commitment and employee, are highly interrelated. In other words, while an employee has positive feelings towards the organisation, its values, and objectives, he/she can be unsatisfied with the organization (Çelik, 2008).

Literature Review

Some researchers have found that employee satisfaction is a significant predictor of organisational commitment They

also found that employee satisfaction shows immediate affective reactions on the employee, while commitment to the organisation develops more slowly, after the individual forms more comprehensive valuations of the employing organisation, its values, and expectations, and one’s future in it (Busch et al., 1998; Chiu-Yueh, 2000; Freund, 2005). Curry et al. (1986) also argued that there was no significant relationship between employee satisfaction and organisational commitment. Individuals who have strong affective commitment remain in the organisation because they feel they want to, some with a stronger normative commitment remain because they ought to, and those with strong continuance commitment remain because they need to (Meyer & Allen, 1997). A significant amount of research performed on organisational commitment consists of demographic variables such as age, education, gender, religion, and personality factors. Some others are related to work experiences, such as task characteristics, pay, and social environment. The results of the studies have been inconclusive on organisational commitment. The reason for the research inconsistency is that the studies emphasise different variables or characteristics (Mottaz, 1988).

In the past, much empirical research has argued that there is a low correlation between employee satisfaction, commitment, and the intention to leave an organisation, which suggests that no direct relationship exists. There are satisfied, committed employees who decide to leave, and dissatisfied, ambivalent employees who steadfastly remain at the organisation (Nunn, 2000; Norizan, 2012). However, Daneshfard and Ekvaniyan (2012) explained that when organisational commitments such as affective and normative commitment increased, the employees’ satisfaction increased as well. Again, when organisational commitment (affective and normative commitment) was decreased, employees’ and managers’ satisfaction decreased as well. Eslami and Gharakhani (2012) found that employee satisfaction positively and significantly affects organisational commitments.

Early studies found that the supervisor was the source of satisfaction as well as dissatisfaction. A study revealed that supervisor factors were important determinants of work attitudes, but the importance of supervision was overestimated (Vroom, 1967). Supervisor support defined how the employees feel the supervisor values their contributions, and to what degree they feel the supervisors

offer concern and encouragement (Babin & Boles, 1996). Smith and Canger (2004) pointed out that subordinates are more satisfied with their jobs when supervisors have high levels of emotional stability, extraversion, and agreeableness.

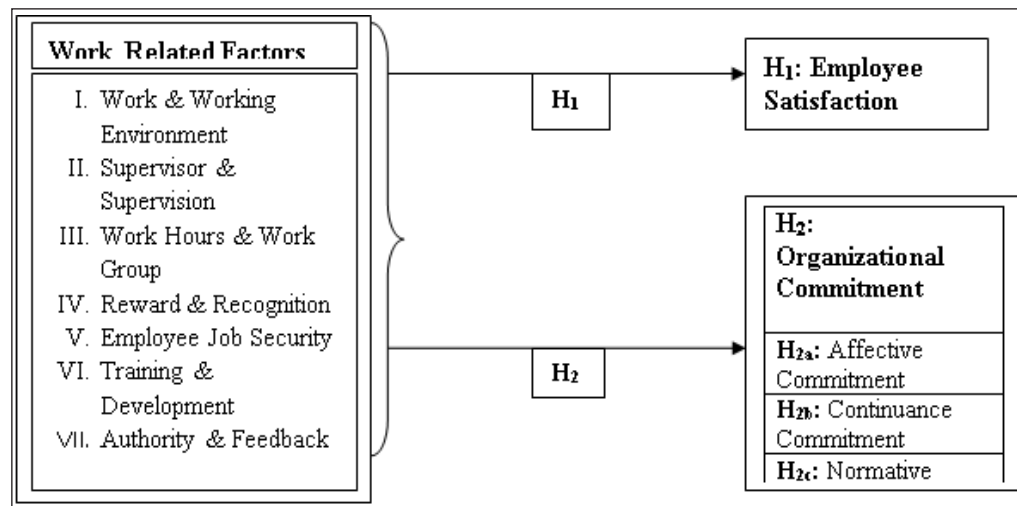
The manager from different cultures showed different managerial personalities and support due to different national values. The national cultures with strong power distance prefer more controlling supervisors and prioritise performance (Hoffman & Shipper, 2012). There are primarily three antecedents of psychological empowerment that positively influence the employee’s organisational commitment; this includes perceived control, perceived competence, and goal internalisation. People from cultures with strong power distance score lower on perceived control in the work environment (Dimitriades, 2005). Job stress is another determinant of organisational commitment, which refers to any characteristic of the workplace that poses a threat to the employee (Larson, 2004). Impaired job stress factors often lead to negative organisational commitment. Even though job stress is recognised as reducing an individual’s performance, it can also lead to constructive actions. Job stress antecedents are impacted by how the individual perceives culture (Beehr & Glazer, 2001). There is a higher probability of conflict, as the supervision, employee expectations, and work values are likely to differ between cultures, when working in a multicultural environment (Javidan & House, 2001). However, it is difficult to measure and compare job stress between

cultures, as the expectations and roles among employees are emphasised differently (Peterson et al., 1995). Pal and Saksvik (2008) found evidence that there is a difference in job stress outcomes in multicultural contexts and between many nationalities.

Some studies presented that the employee was concerned about how fair their performance was rewarded in comparison to similar groups or individuals with the same job (Haukedal, 2007; Adams, 1963). Mottaz (1988) demarcated organisational commitment as a concept of exchange, which is known as the reward-value model. Rewards can be directly associated with the job itself, through work challenges, work responsibilities, and supportive co-workers (Katz & Van Maanen, 1977). Eisenberger et al. (1986) found that employees are concerned with how the company values their contributions and looks after their well-being through a reward system. A person with certain needs, desires, and skills (work values) joins an organisation where they can use their abilities and satisfy the basic needs (work rewards) that the employer provides (Kalleberg, 1977).

A Hypothetical Model Based on Literature Review

Based on the literature review, a model is developed, showing the hypothetical relationship between work-related factors and employee satisfaction and work-related factors and organisational commitment, to gain a clear picture between the dependent and the independent variables and to continue the research in a structural manner.



Source: Compiled by Authors

Fig. 1: The Impact of Work-Related Factors on Employee Satisfaction and Organisational Commitment

Statement of Hypotheses and Objectives

Objectives of the Study

The study has been focused on some work-related factors impacting employee satisfaction and organisational commitment among employees in the insurance companies in Bangladesh. After studying a good number of the researches, this study attempts to focus on the research gap, trying to fulfill the following objectives:

- To recognise the most important work-related factors producing employee satisfaction in the insurance companies in Bangladesh.
- To examine the most important work-related factors producing affective commitment in the insurance companies in Bangladesh.
- To identify the most important work-related factors producing continuance commitment in the insurance companies in Bangladesh.
- To determine the most important work-related factors producing normative commitment in the insurance companies in Bangladesh.

Hypotheses of the Study

H₁: There is a positive significant impact of work-related factors on employee satisfaction in the insurance companies in Bangladesh.

H₂: There is a positive significant impact of work-related factors on organisational commitment in the insurance companies in Bangladesh.

H_{2a}: There is a positive significant impact of work-related factors on affective commitment in the insurance companies in Bangladesh.

H_{2b}: There is a positive significant impact of work-related factors on continuance commitment in the insurance companies in Bangladesh.

H_{2c}: There is a positive significant impact of work-related factors on normative commitment in the insurance companies in Bangladesh.

Methodology

This is exploratory research developed based on literature and desire to find out the persuasive results in the insurance companies in Bangladesh. Both primary and secondary data have been used to fulfill the requirement of achieving objectives. An extensive survey has been used to collect the primary data from the employees, mainly with a questionnaire. There are 62 (approximately) insurance companies in Bangladesh. A total of ten insurance companies have been selected using the cluster sampling method. A total of 300 questionnaires have been distributed to the employees of the selected ten insurance companies and 260 questionnaires have been used after screening. According to the research objectives, the researcher designs the questionnaires. There are three parts to the questionnaire; part I contains the demographic information of the respondents. Part II contains questions of employee satisfaction and part III contains questions on organisational commitment. Part I and part II are designed by using a five-point Likert scale. To make the research more practical, the researcher used background materials, developed questionnaires, and employee interviews through the questionnaire. After collecting data from both primary and secondary sources, the data was measured and converted into information based on the objectives, by using the statistical computer software package SPSS version IBM 20.0.

Results and Discussion

An analysis is generated from the questionnaire to fulfill the objectives of the study. From the responses provided by the respondents of financial institutions, the expediency of analysis percentage is given below.

Reliability Analysis

Reliability is the overall consistency of a measure. A measure is considered as highly reliable if it produces the same results under consistent conditions. One of the most popular reliability statistics in use today is Cronbach's alpha (Cronbach, 1951). Cronbach's (alpha) is used as an estimate of reliability. It can be viewed as the expected correlation of two tests that measure the same construct. The alpha coefficient ranges in value from 0 to 1, and may be used to describe the reliability of factors extracted

from dichotomous (that is, questions with two possible answers) and/or multi-point formatted questionnaires or scales (i.e., rating scale: 1 = poor, 5 = excellent). The reliability is proportionate to the value of Cronbach's alpha. A study by Nunnally (1978) indicated 0.70 to be an acceptable reliability coefficient; however, lower thresholds are sometimes used in the literature.

Table 1 shows the internal reliability, which has been checked by using Cronbach's alpha. The result of Cronbach's alpha is 0.708, which is above the standard value of 0.70 (Nunnally, 1978). Therefore, it is clear that the instrument used in this study has strong internal reliability and it could be used with confidence for the application of further statistical analysis and interpretation.

Table 1: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	No. of Items
0.708	.595	19

Source: Field survey November 2016 to February 2017.

Descriptive Statistics (Central Tendency, Mean, and Standard Deviation)

Descriptive statistics helps one understand the features of respondents' profiles by giving short summaries about the sample and measures of the data. The most recognised types of descriptive statistics, such as mean, standard error of mean, and standard deviation have been used in Table 2.

Table 2 shows that 60% of the respondents of insurance companies are male and 40% of respondents are female, among the 260 respondents. The mean score for respondents' gender is 1.40 and the standard deviation is 0.491 (Standard Error of Mean is .030). Table 2 presents the age distribution of the respondents, where 41.9% of the respondents are between 18-25 years, 26.2% between 26-35 years, 21.5% between 36-45 years, and lastly, 10.4% are above 46 years.

Table 2: Demographic Statistics for Insurance Companies in Bangladesh

Variables	Frequency	Percentage	Mean	Standard Error of Mean	Standard Deviation
Gender			1.40	0.030	0.491
Male	156	60.0			
Female	104	40.0			
Total	260	100.0			
Age			2.00	0.064	1.027
18-25	109	41.9			
26-35	68	26.2			
36-45	56	21.5			
46-above	27	10.4			
Total	260	100.0			
Education Ability			3.12	0.023	0.369
SSC	4	1.5			
Graduation	221	85.0			
Post-Graduation	35	13.5			
Total	260	100.0			
Marital Status			1.60	0.030	0.490
Married	103	39.6			
Unmarried	157	60.4			
Total	260	100.0			
Experience			2.32	0.073	1.184
1-5	93	35.8			
6-10	46	17.7			
11-15	69	26.5			
16-20	48	18.5			
20 and above	4	1.5			
Total	260	100.0			

Source: Field survey November 2016 to February 2017.

So, a majority of the respondents belong to the young age group. The mean score for respondents' age is 2.00 and the standard deviation is 1.027 (Standard Error of Mean is 0.064). From Table 2, it is found that out of 260 respondents, 85% have a graduate degree, 13.5% are post-graduates, and only 1.5% are at the S.S.C. level. The mean score for respondents' educational qualification is 3.12 and the standard deviation is 0.369 (Standard Error of Mean is 0.023). Table 2 shows that most of the respondents are unmarried, i.e., 39.6% are married and 60.4% are unmarried. The mean score for respondents' marital status is 1.60 and the standard deviation is 0.490 (Standard Error of Mean is 0.030). Table 2 demonstrates that out of 260 respondents, 35.8% have been working for 1 to 5 years, 17.7% for 6 to 10 years, 26.5% for 11 to 15

years, 18.5% for 16 to 20 years, and only 1.5% working for 20 or more years. The mean score for respondents' employee experience is 2.32 and the standard deviation is 1.184 (Standard Error of Mean is 0.073).

Regression Analysis

A regression was performed. The overall model fit for the regression equation was determined by F statistics. The model indicates a positive and statistically significant relationship. In order to prove the impact of each independent variable on the dependent variable, and to check the hypothesis developed, linear regression analysis was applied. The results of the regression analysis are presented in Table 3.

Table 3: Model Summary

Model	R	R Squared	Adjusted R Squared	Std. Error of the Estimate	R Squared Change	F Change	Sig. F Change
1 (Employee Satisfaction)	0.771a	0.594	0.583	3.793	0.594	52.737	0.000
2 (Affective Commitment)	0.417a	0.174	0.151	3.807	0.174	7.582	0.000
3 (Continuance Commitment)	0.333a	0.111	0.086	3.251	0.111	4.503	0.000
4 (Normative Commitment)	0.406a	0.165	0.142	4.782	0.165	7.122	0.000

Predictors: (Constant), authority & feedback, supervisor & supervision, reward & recognition, employee security, training & development, work hours & work group, and work & working environment.

From Table 3, the results of model-1 (Employee Satisfaction) show that R is 0.771 ($p = 0.000$), which means authority & feedback, supervisor & supervision, reward & recognition, employee security, training & development, work hours & workgroup, and work & working environment are 77.1% correlated with employee satisfaction. The value of $R^2 = 0.594$, which means the dependent variable is explained by the independent 59.4%. The value of Adjusted R Squared is 0.583, which is close to R Squared change at 0.594. F change is 52.737 and value of Sig. F change is 0.000.

From Table 3, the results of model-2 (Affective Commitment) explain that $R^2 = 0.417$. So, the dependent variable is explained by the independent 41.7%. The value of R is 0.174, which means that authority & feedback, supervisor & supervision, reward & recognition, employee security, training & development, work hours & workgroup, and work & working environment are 17.4% correlated with normative commitment. The value of Adjusted R Squared is 0.151, which is close to R Squared

change at 0.174. F change is 7.582 and the value of Sig. F change is 0.000.

From Table 3, the results of model-3 (Continuance Commitment) show that $R^2 = 0.333$. So, the dependent variable is explained by the independent 33.3%. The value of R is 0.111, which means that authority & feedback, supervisor & supervision, reward & recognition, employee security, training & development, work hours & workgroup, and work & working environment are 11.1% correlated with affective commitment. The value of Adjusted R Squared is 0.086, which is close to R Squared change at 0.111. F change is 4.503 and the value of Sig. F change is 0.000.

From Table 3, the results of model-4 (Normative Commitment) demonstrate that $R^2 = 0.406$. So, the dependent variable is explained by the independent 40.6%. The value of R is 0.165, which means that authority & feedback, supervisor & supervision, reward & recognition, employee security, training & development, work hours &

workgroup, and work & working environment are 16.5% correlated with continuance commitment. The value of Adjusted R Squared is 0.142, which is close to R Squared change at 0.165. F change is 7.122 and the value of Sig. F change is 0.000.

Coefficient analysis shows the relationship between dependent variable and independent variable. The equation of coefficient analysis is

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \dots + \beta_nX_n$$

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \beta_7X_7 + \epsilon$$

Table 4 shows that the regression function of employee satisfaction is

$Y = 37.914 + .854X_1 + .694X_2 + .668X_3 + .666X_4 + 1.000X_5 + 1.094X_6 + .447X_7 + \epsilon$. From this equation, it is found that training & development ($\beta = 1.094, p = 0.000$) and employee job security ($\beta = 1.000, p = 0.000$) are highly influential factors among all work-related factors in crafting employee satisfaction in the insurance companies in Bangladesh.

Table 4: Coefficient between Employee Satisfaction and Work-Related Factors; Affective Commitment and Work-Related Factors; Continuance Commitment and Work-Related Factors; Normative Commitment and Work-Related Factors

Model	Unstandardised Coefficients (β)				Sig.			
	Employee Satisfaction		Affective Commitment		Continuance Commitment		Normative Commitment	
	Unstandardised Coefficients (B)	Sig.	Unstandardised Coefficients (B)	Sig.	Unstandardised Coefficients (B)	Sig.	Unstandardised Coefficients (B)	Sig.
(Constant)	37.914	.000	3.896	.435	13.582	.002	24.292	.000
Work & Working Environment	.854	.000	.697	.000	.172	.207	-.727	.000
Supervisor & Supervision	.694	.001	.133	.513	.469	.007	.475	.064
Work Hours & Work Group	.668	.000	.367	.005	.376	.001	-.046	.780
Reward & Recognition	.666	.000	-.136	.293	-.211	.057	-.144	.376
Employee Job Security	1.000	.000	.483	.000	.270	.002	.554	.000
Training & Development	1.094	.000	.207	.106	-.089	.416	.536	.001
Authority & Feedback	.447	.000	.150	.050	.033	.615	.154	.107

Table 4 presents that regression function of affective commitment is $y = 3.896 + .697x_1 + .133x_2 + .367x_3 + (-.136)x_4 + .483x_5 + .207x_6 + .150x_7 + \epsilon$. From this equation, it is found that work & working environment ($\beta = .697, p = .000$) and employee job security ($\beta = .483, p = .000$) are highly influential factors among all work-related factors in crafting affective commitment satisfaction in the insurance companies in Bangladesh.

Table 4 demonstrates that regression function of continuance commitment is $y = 13.582 + .172x_1 + .469x_2 + .376x_3 + (-.211)x_4 + .270x_5 + (-.089)x_6 + .033x_7 + \epsilon$. From this equation, it is found that supervisor & supervision ($\beta = 0.469, p = 0.007$) and work hours & work group ($\beta = 0.376, p = 0.001$) are highly influential factors among all work-related factors in crafting

continuance commitment in the insurance companies in Bangladesh.

Lastly, Table 4 shows that regression function of normative commitment is $y = 24.292 + (-.727)x_1 + .475x_2 + (-.046)x_3 + (-.144)x_4 + .554x_5 + .536x_6 + .154x_7 + \epsilon$. From this equation, it is found that employee job security ($\beta = 0.554, p = 0.000$) and training & development ($\beta = 0.536, p = 0.001$) are highly influential factors among all work-related factors in crafting normative commitment in the insurance companies in Bangladesh.

Hypotheses Testing

The results of ANOVA have been shown in Table 5 to decide between predetermined hypotheses.

Row 1 in Table 5 demonstrates that based on hypotheses testing, it is revealed that the P-value of employee satisfaction is 0.000. So, it rejects the null hypothesis at a 1% level of significance, which means there is a positive strong significant association between employee satisfaction and work-related factors in the insurance companies in Bangladesh.

Row 2 reveals that the P-value of affective commitment is 0.000. So, it rejects the null hypothesis at a 5% level of significance, which means there is a positive significant association between affective commitment and work-related factors in the insurance companies in

Bangladesh. Row 3 reveals that the P-value of continuous commitment is 0.000. So, it rejects the null hypothesis at a 5% level of significance, which means there is a positive significant association between continuous commitment and work-related factors in the insurance companies in Bangladesh.

Row 2 in Table 5 also reveals that the P-value of normative commitment is 0.000. So, it accepts the alternative hypothesis at a 5% level of significance, which means there is no positive significant association between normative commitment and work-related factors in the insurance companies in Bangladesh.

Table 5: Hypotheses Testing

Variables		Sum of Squares	df	Mean Square	F	Sig.
Employee Satisfaction (H ₁)	Regression	5312.054	7	758.865	52.737	.000 ^a
	Residual	3626.192	252	14.390		
	Total	8938.246	259			
Affective Commitment (H _{2a})	Regression	769.324	7	109.903	7.582	.000 ^a
	Residual	3652.830	252	14.495		
	Total	4422.154	259			
Continuance Commitment (H _{3a})	Regression	333.234	7	47.605	4.503	.000 ^a
	Residual	2664.070	252	10.572		
	Total	2997.304	259			
Normative Commitment (H _{4c})	Regression	1139.850	7	162.836	7.122	.000 ^a
	Residual	5761.453	252	22.863		
	Total	6901.304	259			

a. Dependent Variable: Employee Satisfaction, Affective Commitment, Continuance Commitment, Normative Commitment.

b. Predictors: (Constant), authority & feedback, supervisor & supervision, reward & recognition, employee security, training & development, work hours & work group, and work & working environment.

Table 6: Results of the Hypotheses

Hypotheses	Description	Results
H ₁	There is a positive and significant association between employee satisfaction and work-related factors in the insurance companies of Bangladesh.	Supported
H _{2a}	There is a positive and significant association between affective commitment and work-related factors in the insurance companies of Bangladesh.	Supported
H _{2b}	There is a positive and significant association between continuance commitment and work-related factors in the insurance companies of Bangladesh.	Supported
H _{2c}	There is a positive and significant association between normative commitment and work-related factors in the insurance companies of Bangladesh.	Supported

Source: The results of Table 5.

The results of the two major hypotheses have been summarised in Table 6. It can be seen that work-related

factors are positively and significantly supported by alternative hypotheses, which implies that work-

related factors have a positive and significant impact on job satisfaction; affective commitment; continuance commitment; and normative commitment in the insurance companies in this study. The summary of results of hypotheses testing has been shown in Table 6.

Conclusion

In the present study, work-related factors such as work & working environment; supervisor & supervision; work hours & work group; reward & recognition; employee job security; training & development; and authority & feedback have been hypothesised as the influential factors in crafting employees' satisfaction and organisational commitment. The results of this study show that there is a positive and significant association between work-related factors and employee satisfaction (H_1) and work-related factors and organisational commitment (H_2) in the insurance companies in Bangladesh.

From the model summary table (Table 3), it has been found that the value of R squared of employee satisfaction is highest, which means work-related factors are producing more satisfaction than commitment to the employee in insurance companies in Bangladesh. The value of unstandardised coefficients (β) also shows that only one factor, i.e., employee job security, has significant control of changing satisfaction and commitment to the employee in the insurance companies in Bangladesh.

Among the seven work-related factors, work & working environment are responsible for creating the affective component of organisational commitment; supervisor & supervision and work hours & work group are responsible for creating the continuance component of organisational commitment; training & development are responsible for creating employees' satisfaction and the normative component of organisational commitment. However, only one factor, i.e., employees' job security, is the most influential on employees' job satisfaction and creating affective, continuance, and normative commitment towards the organisation. The researcher revealed that job security encouraged both job satisfaction and employees' commitment towards the organisation, which is different from what some previous research showed, which is, pay is an extrinsic reward where an employer compensates an employee for his or her services depending on how the

employer values the work effort (Vroom, 1967; Mottaz, 1988; Spector, 1997). Promotion is the advancement in rank or position in the firm hierarchy that is used as a reward to motivate the company's employees and increase performance valuations (Pergamit & Veum, 1999). The power distance is more accepted and pay fairness is less valued. It is also expected that highly educated people receive larger salaries and get promotions quicker than less educated people (Oslo Chamber of Commerce, 2013).

It is suggested, for further study, that conditions at the others sectors, such as the banking sector, pharmaceutical sector, and IT sector in Bangladesh may be researched. In addition, results in the developed countries, where there is job opportunity and low unemployment rate. may be studied.

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