Research Article

Job Type and Job Experience as Predictors of Organizational Commitment among Bank Managers in Dhaka City

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Abstract

This study examined the impact of job type and experience on job commitment among bank managers in Dhaka City. The Organizational Commitment Scale (Mowday, Steers, & Porter, 1979) was used to measure commitment among 152 bank managers in a cross-sectional study. One-way ANOVA results showed that job type (*F=114.340, p<.01*) and job experience (*F=6.040, p<.01*) significantly influenced commitment. Additionally, regression analysis showed that the job type and experience of bank managers were minor but significant predictors, accounting for 13.6% (*R2=.136, p=.001*) and 37.6% (*R2=.376*, *p=.001*) of the variance in job commitment scores, respectively. The main emphasis of this study was the organizational commitment of bank managers. This concept has been thoroughly studied in numerous academic contexts, but no research has been done in Bangladeshi banking organizations. This study fills that gap by identifying important experiential and structural indicators of commitment in a local context.

Keywords

Bank Manager, Job Commitment, Job Type, and Job Experience.

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Introduction

The operational and financial success of banking organizations is significantly influenced by bank management. Their duties frequently go beyond simple supervision, including staff development, customer relationship management, strategic decision-making, and regulatory compliance (Ahmad & Qureshi, 2015). Bank managers are front-line executives who directly impact customer happiness and employee performance, two crucial determinants of a bank's success (Chater & Ibrahim, 2018). The success of bank managers significantly impacts organizational commitment, job happiness, and the quality-of-service delivery in a banking industry that is becoming increasingly competitive. Research has indicated a positive correlation between organizational loyalty and employee engagement when bank managers demonstrate transformational leadership (Bass & Avolio, 1994; Khan et al., 2021). Furthermore, in the post-COVID-19 age, they have taken on a more significant role in putting digital banking initiatives into practice and adjusting to fintech advancements (Rahman & Sarker, 2022). Due to their diverse responsibilities, bank managers are frequently the focus of organizational behavior, HRD, and leadership studies research.

Job Type

The term Job type describes how employment jobs are categorized according to the duties, organizational status, necessary skill level, and nature. Usually, it distinguishes between full-time, part-time, management, non-managerial, white-collar, blue-collar, and contractual jobs. In organizational and labor research, this classification is frequently used to analyze variations in commitment, work stress, and job satisfaction among employee groups (Kalleberg, 2011). The idea of job type has been extensively studied in the literature on human resource management, labor economics, and organizational behavior. The classification of work responsibilities according to attributes like the nature of duties, skill level, occupational status, and employment terms is commonly referred to as "job type" (Kalleberg, 2011). Frequently, these classifications are operationalized into categories like management and non-managerial roles, full-time and part-time work, and white-collar and blue-collar jobs.

Understanding differences in job satisfaction, stress, pay, and organizational commitment requires understanding how different job types differ (Meyer & Allen, 1991). Numerous studies have demonstrated that the type of employment significantly predicts organizational attitudes and behavior. For instance, white-collar workers typically report better workplace autonomy and satisfaction than blue-collar workers, who could face higher physical demands and less job security (Kalleberg, 2011; Hackman & Oldham, 1976). Furthermore, managerial employees often display higher levels of organizational commitment than their non-managerial counterparts, partly due to greater access to organizational resources and decision-making power (Rahman, 2020). Meyer and Allen (1991) emphasized the influence of job type on organizational commitment in a groundbreaking study. Affective, continuation, and normative commitment are the three components of their paradigm, which has been used to evaluate the differences in commitment levels among various professional groups. Similarly, Rahman (2020) empirical study in Bangladesh's banking industry revealed that job type substantially impacted employee commitment, with managers showing a stronger emotional bond with their companies. Furthermore, psychological effects like burnout and work-life balance are influenced by the type of job. Higher risks of emotional tiredness and decreased organizational loyalty are frequently experienced by workers in high-stress or insecure employment types, such as contract or temporary positions (ILO, 2021). Because of this contrast, job type is a valid variable in both theoretical models and real-world workforce assessments. Finally, categorizing job types is an essential analytical tool for researching workplace dynamics. It helps explain changes in employees' attitudes, behaviors, and well-being across various organizational contexts and captures structural inequalities in employment.

Job Experience

The cumulative knowledge, abilities, and competencies that a person gains over time from involvement in work-related activities are referred to as job experience. It encompasses not just the duration of employment but also the breadth and complexity of the work done, the problems faced, and the possibilities for learning (Ng & Feldman, 2010). Experience on the job has a significant impact on career progression, organizational commitment, and employee performance. Job experience is a type of on-the-job investment that raises employees' productivity and worth to employers, according to Human Capital Theory (Becker, 1964). In complicated work situations, more seasoned employees frequently exhibit improved decision-making, increased productivity, and increased adaptability. Additionally, studies have connected organizational commitment to work experience, showing that those with greater experience tend to become more emotionally attached and loyal to their organizations (Mowday, Steers, & Porter, 1979). This is frequently brought about by developing a professional identity, role clarity, and accumulated organizational expertise.

Typically, job experience is quantified in Years of service (such as the total number of years spent in the present or prior jobs), variety of job positions (number of departments or roles performed in), exposure to task difficulty, and held leadership or management positions (Ng & Feldman, 2010).

Numerous studies have shown that work outcomes and employment experience are positively correlated. For example, Kacmar, Carlson, and Brymer (1999) discovered that workers with more work experience expressed greater job satisfaction and a lower intention to leave. Similarly, Tesluk and Jacobs (1998) study found that employment experience strongly predicted learning capacity and performance ratings in technical professions.

Consequences for the Organizational Setting

Decisions about training, promotions, and talent management depend on understanding work experience. Organizations frequently use job experience as a criterion for succession planning and leadership development initiatives. Scholars warn against relying too much on tenure alone, arguing that qualitative experience characteristics, such as task diversity and learning orientation, may be a stronger indicator of future performance (Campbell, McCloy, Oppler, & Sager, 1993).

Organizational Commitment

One prevalent attitudinal characteristic in the painting field is organizational commitment. It is the degree of mental identity or attachment to the organization for which someone works (Schultz & Schultz, 1998). Researchers also describe it as the extent of participation and engagement with a given enterprise. Sort of organizational commitment: these days, three issues of conception of dedication have been developed (Meyer et al., 1993). The 3 kinds are: a) When an employee wants to stay with the organization because of an emotional bond, this is known as affective devotion. b) Continuance dedication: arises when an employee must stay with the organization because they require the benefits and income or are unable to find another procedure; and c) Normative commitment: stems from the values of the staff. The character feels that staying away from the employer is correct because they owe it to them.

The Organizational Commitment Model by Meyer & Allen (1997) described three potential parts. They are:

a) Affective Commitment: An employee's practical emotional commitment to their employer is known as affective commitment. Affective dedication is identified by Meyer and Allen (1991) as the "desire" component of organizational dedication. An emotionally involved employee wants to be a part of the company and identify with its goals. This employee "wanted to" work for the company. Age, seniority, gender, and training stage are some of the demographic factors that may encourage this engagement, but the results are not reliable and consistent. The problem with those functions is that they cannot be identified even if they are visible.

Meyer and Allen explained that "the positive relationship between tenure and commitment can be due to tenure-associated variations in task status and best" (Meyer & Allen, 1991). Meyer and Allen (1991) expanded on this concept by strongly referencing Mowday, Porter, and Steers (1979) concept of embeddedness, which in turn drew on earlier research employing Kanter (1968). According to Mercurio (2015), affective dedication is seen as a long-term, unquestionably essential, and crucial aspect of organizational commitment.

b) Continuance Commitment: Continuance Commitment is the "need" or profit-or-loss component of running a business. Investments or "facet bets" are the potential profits and losses that could arise from a person staying with or leaving the company.

An individual may also be part of an enterprise because they understand the fee of losing the club inside the agency is Becker's "side wager principle" (Becker, 1960; Alutto, Hrebiniak, & Alonso, 1973). Items that include monetary costs (pension contributions) and social charges (friendships with colleagues) could be associated with dropping membership in an enterprise. However, a character does not consider the outstanding fees enough to live in the agency. It must also consider the provision of options (such as every other organization), disruption of personal relationships, and different "facet bets" that could be incurred with the aid of leaving their employer. The trouble is that those "aspect bets" do not occur all at once, but "acquire with age and seniority".

c) Normative Commitment: Allen and Meyer (1990) outline normative commitment as “an employee’s feeling of obligation to stay with the enterprise”. The final component of organizational commitment is a sense of duty, which motivates people to live and participate in groups. These emotions may result from the pressures placed on a character before and after joining an organization. In organizations that value loyalty and consistently communicate this fact to staff members through incentives, prizes, and other tactics, normative devotion might be preferable. Their work experience and job type greatly influence a person’s degree of job commitment. Work experience helps people learn, form emotional bonds, and feel like they belong, while work type determines a role’s structural and psychological environment. When combined, they increase an employee’s desire to stick with and support a company.

Research Question

What is the job commitment of bank managers according to job type and job experience in Dhaka?

Rationale of the study

Job commitment is a critical psychological component affecting worker productivity, performance, and long-term retention. In the banking industry, where work situations are demanding and fiercely competitive, employee dedication is crucial to maintaining service quality and organizational stability. Bank managers are particularly crucial since they are in charge of team management, client happiness, regulatory compliance, and strategic decision-making. They can so directly influence the organization’s outward reputation and internal efficiency. Job type and work experience are two practical drivers among the many elements determining job commitment. Differences frequently influence the degree of attachment managers have to their organizations regarding jobs, responsibilities, and years of service. There is very little research on these characteristics’ effects on Bangladesh’s banking sector, even though they have been examined in other professional contexts worldwide. Being the nation’s financial center, Dhaka City offers a distinct and challenging organizational environment that might impact managerial attitudes differently than in other areas. The current study investigates how job type and job experience impact organizational commitment among Dhaka bank managers to close this gap. The study offers practical insights for the banking industry hiring, training, and retention practices by concentrating on these structural and experiential aspects. By providing context-specific evidence from an understudied urban environment in South Asia, it also advances the subject of organizational psychology.

Research Objectives

The present study was conducted following the objectives:

i) To investigate the nature of Organizational commitment among Bank managers according to job experience and type of job.
ii) To examine whether job experience predicts Organizational commitment individually.
iii) To examine whether job type predicts Organizational commitment individually.

Methodology

This section includes the study's methodological details, including the sample and sampling technique, selection of appropriate instruments, research design, and data collection procedure, which are described below.

Target population

The target population for this study consisted of bank managers working in Dhaka City.

Sample and Sampling Technique

A total of 152 bank managers were selected using purposive sampling, a non-probability sampling technique. Participants were chosen based on their availability and relevance to the research objectives.

Research Design

This study employed a cross-sectional survey design. All data was collected at a single point to examine the relationship between job commitment and the selected variables, job type, and job experience.

Measuring Instruments

To collect data for this study, two instruments were used:

- Personal Information Form
- Organizational Commitment Scale (Mowday, Steers & Porter,1979)

Personal Information Form

This form gathered participants' basic demographic and job-related details, including gender, age, marital status, educational background, years of job experience, nature of employment (e.g., permanent, probationary, or contractual), socio-economic status, and family income. Participants were assured that their responses would remain confidential and be used solely for academic research.

Organizational Commitment Scale

The Organizational Commitment Scale (OCS) was originally developed by Mowday, Steers, and Porter (1979) to measure employees' level of commitment to their organization. The scale consists of 15 items, of which 8 are positively worded and 7 are negatively worded. Participants rate each item on a 7-point Likert scale (Strongly disagree, moderately disagree, little disagree, neutral, little agree, moderately agree, strongly agree), ranging from 1 (Strongly disagree) to 7 (Strongly agree). The Bengali version of the OCS, adapted by Muhammad (2012), has demonstrated strong psychometric properties. The test-retest reliability was reported as significant (r = .85). Internal consistency was assessed using Average Inter-Item Correlation (AIC) and Cronbach's Alpha. The AIC was .20 (ranging from –.69 to .94), and Cronbach's Alpha was .80, indicating acceptable internal consistency. The adaptation of the scale followed the guidelines of the International Test Commission (ITC, 2010) to ensure cultural relevance in the Bangladeshi context. According to Clark and Watson (1995), an AIC between .15 and .20 is appropriate for measuring broad psychological constructs. Similarly, a Cronbach's Alpha of .70 or above is generally considered acceptable. The values obtained for the Bangla version of the OCS fall within all of these recommended ranges, supporting its reliability and validity. Naz and Morshed (2023) further supported the scale's re-adaptation.

Procedure

Prior to data collection, permission was obtained from the relevant authorities. Rapport was established with the participants who were informed about the purpose of the study. The researcher explained the objectives clearly and assured participants that their responses would be kept confidential and used only for research purposes. Once informed consent was ensured, participants were asked to complete a personal information form. After submitting their demographic details, they received the Bangla version of the Organizational Commitment Scale. They were instructed to read the directions carefully, printed on the questionnaire's front page. The scale was self-administered, and participants completed it independently. Once they had finished responding, the researcher collected the complete questionnaires. The responses were checked for completeness, and participants were sincerely thanked for their time and cooperation.

Results

In the present study, the data collected from each participant's responses were scored according to the scoring principle of the organizational commitment scale. Then, the obtained data were fed into a computer for analysis in SPSS.

Table 1: One-way ANOVA of Organizational Commitment according to Job Type

Source of Variation		*SS*	*df*	*MS*	*F*	*P*
	Between Groups	31.512	8			
OC	Within Groups	4.958	144	3.939	114.397	.001
	Total	36.471	152	.034		

Table 1 indicates that organizational commitment varies significantly based on the job type of the bank manager. Because of their leadership responsibilities, connections with customers, or ability to make decisions, branch managers, for instance, could feel more devoted to the company than back-office managers. The ANOVA test statistically confirms this difference ($F = 114.397$, $p < .01$).

Table 2: One-way ANOVA of Organizational Commitment according to Job Experience

Source of Variation		*SS*	*df*	*MS*	*F*	*P*
	Between Groups	353.913	8			
OC	Within Groups	1054.764	144	44.239	6.040	.001
	Total	1404.880	152	7.325		

This statement indicates a statistically significant correlation between an individual's organizational commitment (loyalty, dedication, and readiness to contribute to the organization) and their employment experience (i.e., the number of years they have been employed). An *F-value of 6.040* from the statistical test (ANOVA) suggests that there is sufficient diversity in commitment levels among experience groups. The difference is highly significant when the p-value is less than .01, meaning that there is less than a 1% chance that this outcome happened by chance.

Table 3: Selected Statistics from the Regression of Organizational Commitment on Job Type

Variables	*R*	*R²*	*R² change*	*P*
Predictor Variable: JT	.613	.376	.372	.001

Dependent Variable: OC

Results from Table 3 indicate that job type is the strongest predictor of organizational commitment, explaining 37.6% of the variance in commitment levels among bank managers.

Table 4: Simple Regression of Organizational Commitment on Job Type

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	*Std. Error*	*Beta*	*t*	*P*
(Constant)	15.267	.934		16.343	.001
JT	11.422	1.198	.613	9.533	.001

Dependent variable: OC

The results presented in Table 4 suggest that the unstandardized B is 11.422. This value indicates that as job type increases by one unit, organizational commitment increases by 11.422 units. This interpretation is valid only if the effects of other variables are held constant. The value of standardized beta (β=.613) indicates that as job type increases by one standard deviation, organizational commitment increases by .613 standard deviations.

Table 5: The Overall F-Test for Regression of Organizational Commitment on Job Type

Sum of variations	*SS*	*df*	*MS*	*F*	*P*
Regression	4757.617	1	4757.617	90.871	.001
Residual	7905.690	151	52.556		
Total	12663.307	152			

The above table reveals that job type is a strong predictor of organizational commitment. This result fits well with the overall model, indicating that job type plays a meaningful role in explaining commitment levels among bank managers.

Table 6: Selected Statistics from the Regression of Organizational Commitment on Job Experience

Variables	*R*	*R²*	*R² change*	*P*
Predictor Variable: JE	.369	.136	.130	.001

Dependent Variable: OC

Results from Table 6 indicate that job experience is the strongest predictor of organizational commitment, explaining 13.6% of the variance in commitment levels among bank managers.

Table 7: Simple Regression of Organizational Commitment on Job Experience

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	*Std. Error*	*Beta*	*t*	*P*
(Constant)	17.739	1.447		15.464	.001
JE	1.098	.272	.369	4.872	.001

Dependent variable: OC

The results presented in Table 7 suggest that the unstandardized B is 1.098. This value indicates that as job experience increases by one unit, organizational commitment increases by 1.098 units. This interpretation is valid only if the effects of other variables are held constant. The value of standardized beta (β=.369) indicates that as job experience increases by one standard deviation, organizational commitment increases by .369 standard deviations.

Table 8: The Overall F-Test for Regression of Organizational Commitment on Job Experience

Sum of variations	*SS*	*df*	*MS*	*F*	*P*
Regression	1719.911	1	1719.911	23.732	.001
Residual	10943.396	151	72.473		
Total	12663.307	152			

This finding means that the number of years a bank manager has worked significantly influences their level of organizational commitment, that is, their loyalty, emotional attachment, and willingness to contribute to the bank. The fact that job experience is identified as a good predictor implies that managers with more years of service tend to feel more committed, likely due to increased familiarity with the organization, stronger professional relationships, and greater personal investment over time. Saying "this result fits the model" means that including job experience in the statistical model improves the model's ability to explain why some managers are more committed than others. It confirms that job experience is a relevant and statistically meaningful factor.

Discussion

The primary goal of this study is to examine how organizational commitment is related to job experience and job type among bank managers in Dhaka city. The objectives were to examine the connection among job type, job experience, and job commitment, and to explore whether job type and experience can predict job commitment independently.

According to the results of the ANOVA test, bank managers' organizational commitment varies statistically significantly depending on their job type, as shown in Table 1. This finding indicates organizational roles and responsibilities have a significant impact on workers' psychological connection to their company. In particular, bank branch managers who often hold leadership roles and have direct contact with both employees and clients tend to demonstrate higher commitment due to greater autonomy, visibility, and involvement in decision-making processes. In contrast, back-office managers, who typically perform routine administrative duties with limited direct interaction and decision-making authority, may experience lower levels of commitment. This finding is supported by Role Theory (Katz & Kahn, 1978), which emphasizes that job visibility and autonomy increase perceived organizational value and emotional engagement. The Job Characteristics Model (Hackman & Oldham, 1976) also posits that roles with higher task identity and significance promote more substantial affective commitment.

These insights suggest that human resource initiatives - like role enrichment, equitable rewards, and meaningful career paths - can help strengthen commitment across all managerial positions (Maertz & Griffeth, 2004). In order to promote more organizational commitment at all administrative levels, this insight is especially helpful for human resource practices in the banking industry. It suggests the necessity for role enrichment, employee engagement tactics, and fair recognition across job types.

Supporting this, Batt (2002) and Frenkel et al. (1998) found that employees in customer-facing roles generally report higher levels of commitment due to more apparent role identity and greater access to social and psychological rewards. Furthermore, social exchange theory (Blau, 1964) and the work of Shore and Wayne (1993) suggest that when employees perceive higher organizational support - often experienced in more interactive roles - they reciprocate with stronger loyalty and commitment. Therefore, organizations should consider role enrichment strategies, such as expanding responsibilities or introducing client exposure in back-office roles, to help bridge the gap in commitment levels across job types.

The ANOVA test's (Table 02) F-value shows that bank managers with varying levels of work experience differ statistically significantly in their organizational commitment. This implies that bank managers' level of commitment to their company might be significantly impacted by their years of experience. Because the p-value is less than .01, which indicates that there is less than a 1% chance that this difference happened by chance, the result is regarded as highly significant. Practically speaking, it implies that seasoned bank managers might exhibit higher levels of organizational commitment, perhaps as a result of improved relationships with their organizations, a better comprehension of their responsibilities, or more employment stability and satisfaction over time. This research shows the significance of experience in influencing bank managers' attitudes toward their jobs.

From tables 3, 4, and 5, Job type is the strongest predictor of organizational commitment among bank managers because it directly shapes their daily responsibilities, level of authority, interaction with clients, and visibility within the organization. Managers in leadership or customer-facing roles, such as branch managers, often experience greater autonomy, recognition, and engagement, which fosters a more profound emotional attachment to the organization. In contrast, those in back-office or routine administrative roles may have limited opportunities for decision-making or client interaction, leading to lower levels of commitment. Thus, the nature of one's job significantly influences how valued and connected a manager feels to the organization, making job type a critical factor in determining organizational commitment.

Tables 6, 7, and 8 reveal that, because it represents the depth of their engagement with the organization over time, job experience is the best indicator of organizational commitment among bank managers. Longer tenured managers frequently grow more devoted, stable, and self-assured within the organization. They are more likely to have experienced a variety of organizational transitions, developed enduring bonds with coworkers and customers, and developed a thorough awareness of the bank's principles and objectives. Their dedication is strengthened by the trust, confidence, and emotional attachment that this cumulative experience cultivates. On the other hand, less seasoned managers can still be getting used to their positions and have not established the same degree of organizational ties. Consequently, work experience is a significant factor in determining bank managers' long-term commitment.

Gaining work experience gives you the chance to connect with supervisors and coworkers. Because they are more inclined to cherish their relationships at work and be hesitant to leave, these social ties might increase an individual's dedication to the company. Gaining work experience can open doors to skill development, career progression, and greater responsibility. An individual's dedication to the company may increase as a result of these satisfying encounters since they perceive a clear path for their professional development there. Experienced workers are frequently less likely to feel nervous or unsure about their jobs and more assured in their positions. This consistency may help foster a stronger feeling of dedication. Besides, experiences at work are not all the same. Gratifying and positive events tend to boost commitment, whereas stressful or bad events tend to lower it. Personal qualities such as conscientiousness and agreeableness might affect how people react to their work experience and, in turn, how committed they are. An encouraging and upbeat corporate culture can amplify the benefits of work experience on dedication. On the other hand, a hostile or unhelpful culture can erode dedication, even among seasoned workers. The association between work experience and organizational commitment is frequently mediated by job satisfaction.

Experience at work is more likely to result in greater organizational commitment if it leads to job satisfaction. Experience and performance are interrelated, and these results are also suggested (Boyd et al., 2011; Rice, 2003). Similar research on teaching in performance from (Thomas et al., 2019). Job security and professional development opportunities are important elements that come from job experience (Holm Christiansen & Nielsen, 2009). Although greater organizational commitment is typically linked to more work experience, the direction and strength of this association might change based on the particular situation and personal characteristics. Banks should prioritize supportive leadership, structured career progression, and inclusive HR practices to enhance organizational commitment among managers, especially those in non-leadership or junior roles. Ensuring that all managers - regardless of job type or experience - feel valued and supported can help retain talent, improve morale, and promote overall organizational performance.

This study's findings underscore the importance of job structure and professional experience in shaping organizational commitment. While job type emerged as the more influential predictor, job experience also played a notable role. These insights contribute to the local literature by contextualizing commitment in the Bangladeshi banking sector and offering practical implications for HR policies that foster a committed and stable managerial workforce.

Limitations and Recommendations

Despite having a small sample size, this study only looks at Bangladesh's urban areas. Furthermore, because the study only looks at a small geographic area, such as Dhaka City, the results may not be conclusive or informative enough to apply to other human resource managers in Bangladesh. The sample size for future studies should be expanded to include people from all around Bangladesh. It is advised that more research be done on banks in the primary sector in order to develop this theory, which aids people who have to make decisions about banking policy.

Conclusion

This study investigated how job type and experience relate to job commitment among 152 bank managers working in Dhaka City. The findings revealed a positive relationship between job experience and job commitment, managers with more extensive job experience tended to exhibit higher levels of commitment to their organizations. This implies that prolonged tenure in the banking industry may foster a stronger attachment to the organization, likely due to the accumulation of trust, familiarity, and professional development.

Furthermore, the results indicate that job type significantly influences the degree of job commitment. Managers in permanent positions displayed greater commitment than those in contractual or probationary roles, highlighting the effect of job security and long-term employment opportunities on employee dedication.

In summary, the findings emphasize that structural (job type) and personal (job experience) elements play meaningful roles in shaping job commitment. These insights offer practical implications for human resource policies within the banking sector, particularly in stressing the importance of ensuring job stability and providing career development opportunities to bolster managerial commitment.

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