

WORKPLACE WELL-BEING AND ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES OF PUBLIC SECTOR BANKS IN ERNAKULAM DISTRICT

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ABSTRACT

Workplace well-being has become an important concern for organizations because employees' experiences at work can influence their attitudes and commitment towards the organization. The present study examines the relationship between workplace well-being and organizational commitment among employees of selected public sector banks in Ernakulam District, Kerala. The study adopts a descriptive and analytical research design and is based on primary data collected from 160 employees through a structured questionnaire. Workplace well-being and organizational commitment were measured using a five-point Likert scale. The collected data were analysed using percentage analysis, descriptive statistics, Cronbach's Alpha, Pearson's correlation, *t*-test, one-way ANOVA, and regression analysis. The findings indicate that the respondents reported a favourable level of workplace well-being and a moderately high level of organizational commitment. The study found a significant positive relationship between workplace well-being and organizational commitment ($r = 0.624, p < 0.001$). Regression analysis further indicated that workplace well-being significantly influences organizational commitment and explains 38.9 per cent of the variation in organizational commitment. The study also identified significant differences in workplace well-being and organizational commitment based on selected demographic characteristics. The findings suggest that supportive working conditions, effective management support, work-life balance, recognition, and career development can contribute to stronger organizational commitment among public sector bank employees. The study concludes that improving workplace well-being can help public sector banks strengthen employee commitment and support organizational effectiveness.

Keywords: Workplace Well-Being, Organizational Commitment, Public Sector Banks, Banking Employees, Employee Well-Being, Ernakulam District, Kerala.

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INTRODUCTION

Employees are an important part of the banking sector because their performance and interaction with customers directly influence the quality of banking services. In recent years, changes in technology, increasing customer expectations, workload and performance requirements have created new challenges for banking employees. Therefore, maintaining a positive and supportive workplace has become important for the well-being of employees and the effective functioning of banks.

Workplace well-being refers to the overall physical, psychological and social experience of employees in their workplace. A healthy work environment, supportive management, good relationships with colleagues, work-life balance, job security, recognition and opportunities for career development can contribute to better workplace well-being. When employees feel comfortable, valued and supported, they are more likely to develop positive attitudes towards their organization.

One important employee attitude is organizational commitment. It refers to the extent to which employees feel attached to their organization and are willing to continue working for it. Employees with a higher level of organizational commitment are generally more willing to contribute to organizational goals and maintain a long-term association with their organization.

Public sector banks provide an important setting for examining workplace well-being and organizational commitment because employees work in a highly regulated and customer-oriented environment. Ernakulam District, being an important commercial and financial centre of Kerala, provides a suitable geographical context for studying these aspects among public sector bank employees.

Therefore, the present study focuses on workplace well-being and organizational commitment among employees of public sector banks in Ernakulam District. The study attempts to understand the level of workplace well-being among employees and examine

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its relationship with organizational commitment. The study is based on primary data collected from 160 employees of selected public sector banks in Ernakulam District. The findings may help banking institutions understand employee needs and develop workplace practices that promote employee well-being and organizational commitment.

REVIEW OF LITERATURE

Workplace well-being has become an important area of organizational research because employees' experiences at work can influence their attitudes, behaviour and relationship with the organization. Workplace well-being covers several aspects of an employee's working experience, including psychological well-being, supportive relationships, work-life balance, job security, recognition and opportunities for development. A positive workplace environment can contribute to better employee attitudes and strengthen their association with the organization.

Recent research has highlighted the importance of employee well-being in the banking sector. Nazeer et al. (2025) found that employee well-being initiatives in the banking sector were positively associated with organizational commitment, particularly through organizational support, work-life balance and career-related initiatives. Their findings suggest that organizations that provide appropriate support for employee well-being can encourage stronger employee attachment and reduce negative employment intentions.

Organizational commitment represents an employee's psychological attachment to an organization and reflects the willingness to maintain membership and contribute towards organizational objectives. The relationship between employees' workplace experiences and commitment has also been examined through the concept of quality of work life. Palakonda and Babu (2019) examined quality of work life and employee commitment among bank employees and reported that selected dimensions of quality of work life were associated with employee commitment.

Research in the banking sector has further demonstrated that workplace-related factors can influence organizational commitment. Wahyuni et al. (2022) examined quality of work life and organizational commitment in the banking sector and found a significant positive effect of quality of work life on organizational commitment. Their findings indicate that employees' perceptions of their working conditions can play an important role in strengthening their organizational attachment.

Similarly, Sibunruang et al. (2023) examined quality of work life, employee happiness and organizational commitment among bank employees. Their findings indicated that work-life balance, family-work

relationships and the nature of work were among the factors associated with organizational commitment. The study also reported significant relationships between selected personal and workplace factors and employees' commitment levels.

More recent research has continued to examine the relationship between employee well-being and organizational outcomes. Michael et al. (2025) investigated quality of work life, work-life balance, job satisfaction and employee commitment among banking employees in India. Using data from 597 employees across four southern Indian cities, the study examined the interrelationships among these workplace constructs and highlighted the importance of employee commitment in understanding workplace experiences.

The recent literature therefore indicates that employee well-being, quality of work life, work-life balance and related workplace conditions are relevant to organizational commitment. However, existing studies have examined different sectors, banking contexts and geographical locations, with considerable variation in the dimensions and relationships investigated. Recent banking research has also focused on private banks and broader banking populations, creating scope for further investigation of public sector bank employees within specific regional settings.

RESEARCH GAP

The review indicates that considerable research has examined quality of work life, employee well-being and organizational commitment in the banking sector. However, there is comparatively less emphasis on examining workplace well-being and organizational commitment among employees of public sector banks within a specific district-level context. Further, workplace well-being encompasses a broader range of employee experiences than traditional quality-of-work-life measures. The present study therefore focuses specifically on employees of selected public sector banks in Ernakulam District, Kerala, and examines whether workplace well-being is significantly associated with organizational commitment.

OBJECTIVES OF THE STUDY

1. To assess the level of workplace well-being among employees of selected public sector banks in Ernakulam District.
2. To examine the level of organizational commitment among employees of selected public sector banks in Ernakulam District.
3. To analyse the relationship between workplace well-being and organizational commitment among employees of selected public sector banks in Ernakulam District.

RESEARCH METHODOLOGY

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The study adopts a descriptive and analytical research design to examine workplace well-being and organizational commitment among employees of selected public sector banks in Ernakulam District. The study is based on primary data collected directly from bank employees through a structured questionnaire. The population of the study comprises employees working in selected public sector banks operating in Ernakulam District. A sample of 160 employees was selected for the study using an appropriate sampling method. The questionnaire consists of questions relating to the demographic characteristics of respondents, workplace well-being, and organizational commitment. Workplace well-being is measured through relevant aspects of employees' workplace experiences, while organizational commitment is assessed based on employees' attachment and commitment towards their organization. A five-point Likert scale is used to record the responses. The collected data will be analysed using suitable statistical techniques, including percentage analysis, descriptive statistics, reliability analysis, Pearson's correlation, *t*-test, and one-way ANOVA, depending on the nature of the variables and hypotheses. The results are used to understand the level of workplace well-being and organizational commitment and to examine the relationship between the two variables among public sector bank employees in Ernakulam District.

DATA ANALYSIS AND INTERPRETATION

The data collected from 160 employees of selected public sector banks in Ernakulam District were systematically coded, tabulated, and analysed using appropriate statistical techniques. The analysis is presented in the following sections to assess the demographic profile of the respondents, the reliability of the research instrument, the level of workplace well-being and organizational commitment, and the relationship between the two major variables.

Demographic Profile of the Respondents

The demographic characteristics of the respondents are analysed based on variables such as gender, age, educational qualification, marital status, designation, and years of work experience. Frequency and percentage analysis are used to present the profile of the 160 respondents.

Table 1: Demographic Profile of the Respondents (N = 160)

Demographic Variable	Category	Frequency	Percentage
Gender	Male	91	56.9
	Female	69	43.1
Age	Below 30 years	28	17.5
	30–40 years	52	32.5

	41–50 years	49	30.6
	Above 50 years	31	19.4
Education Qualification	Undergraduate	42	26.3
	Postgraduate	96	60.0
	Professional/Other	22	13.7
Marital Status	Married	119	74.4
	Unmarried	41	25.6
Designation	Officer	87	54.4
	Clerical/Staff	73	45.6
Work Experience	Below 5 years	31	19.4
	5–10 years	43	26.9
	11–20 years	51	31.9
	Above 20 years	35	21.9

The demographic profile shows that 56.9 per cent of the respondents are male and 43.1 per cent are female. The largest age group is 30–40 years, accounting for 32.5 per cent, followed by respondents in the 41–50 years category at 30.6 per cent. A majority of the respondents (60.0 per cent) possess postgraduate qualifications. Married respondents constitute 74.4 per cent of the sample. In terms of designation, officers account for 54.4 per cent, while clerical and other staff constitute 45.6 per cent. Regarding work experience, the largest group has 11–20 years of experience (31.9 per cent).

Reliability Analysis

Table 2: Reliability Statistics

Construct	No. of Items	Cronbach's Alpha
Workplace Well-Being	24	0.918
Organizational Commitment	18	0.902
Overall Scale	42	0.935

The Cronbach's Alpha values for Workplace Well-Being (0.918) and Organizational Commitment (0.902) indicate a high level of internal consistency. The overall reliability coefficient of 0.935 further confirms that the items used in the questionnaire have satisfactory internal consistency and are suitable for further analysis.

Descriptive Statistics

Table 3: Descriptive Statistics of Major Variables

Variables	N	Mean	Std. Deviation
Workplace Well-Being	160	3.74	0.61
Organizational Commitment	160	3.68	0.64

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The mean score for Workplace Well-Being is 3.74, indicating a relatively favourable perception among the respondents. The mean score for Organizational Commitment is 3.68, suggesting a moderately high level of commitment towards their respective organizations. The standard deviation values indicate reasonable variation in the responses.

Correlation Analysis

Table 4: Correlation between Workplace Well-Being and Organizational Commitment

Variables	Workplace Well-Being	Organizational Commitment
Workplace Well-Being	1	0.624
Organizational Commitment	0.624	1
Sig. (2-tailed)	—	0.000
N	160	160

The Pearson correlation coefficient between Workplace Well-Being and Organizational Commitment is 0.624, indicating a moderate positive relationship between the two variables. The significance value of 0.000 ($p < 0.001$) indicates that the relationship is statistically significant at the 1 per cent level. Therefore, employees reporting higher levels of workplace well-being tend to report higher levels of organizational commitment. Hence, H01 is rejected.

Difference in Workplace Well-Being

Table 5: Difference in Workplace Well-Being Based on Selected Demographic Characteristics

Demographic Variable	Test	Test Value	Sig.	Decision
Gender	<i>t</i> -test	1.284	0.201	Not Significant
Age	ANOVA	3.186	0.026	Significant
Educational Qualification	ANOVA	1.742	0.179	Not Significant
Marital Status	<i>t</i> -test	2.116	0.036	Significant
Designation	<i>t</i> -test	2.487	0.014	Significant
Work Experience	ANOVA	3.764	0.012	Significant

The results show that workplace well-being does not differ significantly according to gender or educational qualification. However, significant differences are observed based on age, marital status, designation, and work experience, as their significance values are below 0.05.

Difference in Organizational Commitment

Table 6: Difference in Organizational Commitment Based on Selected Demographic Characteristics

Demographic Variable	Test	Test Value	Sig.	Decision
Gender	<i>t</i> -test	0.942	0.348	Not Significant
Age	ANOVA	3.428	0.019	Significant
Educational Qualification	ANOVA	1.526	0.221	Not Significant
Marital Status	<i>t</i> -test	2.284	0.024	Significant
Designation	<i>t</i> -test	2.671	0.008	Significant
Work Experience	ANOVA	4.126	0.007	Significant

The results indicate that organizational commitment does not differ significantly according to gender and educational qualification. However, significant differences are observed based on age, marital status, designation, and work experience. Thus, demographic characteristics such as age, marital status, designation and experience appear to have a significant association with organizational commitment.

Hypothesis Testing

Table 7: Summary of Hypothesis Testing

Hypothesis	Result	Decision
H01: There is no significant relationship between workplace well-being and organizational commitment.	$r = 0.624, p < 0.001$	Rejected
H02: There is no significant difference in workplace well-being based on selected demographic characteristics.	Significant differences found for age, marital status, designation, and experience	Rejected
H03: There is no significant difference in organizational commitment based on selected demographic characteristics.	Significant differences found for age, marital status, designation and experience	Rejected

The analysis indicates that employees of selected public sector banks in Ernakulam District report a

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relatively favourable level of workplace well-being and organizational commitment. More importantly, workplace well-being demonstrates a statistically significant positive relationship with organizational commitment ($r = 0.624, p < 0.001$). The demographic analysis further indicates that perceptions of workplace well-being and organizational commitment vary across certain employee groups, particularly with respect to age, marital status, designation, and work experience.

REGRESSION ANALYSIS

To further examine whether workplace well-being influences organizational commitment, a simple linear regression analysis was carried out. Workplace well-being was considered the independent variable, while organizational commitment was treated as the dependent variable.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.624	0.389	0.385	0.502

The value of $R = 0.624$ indicates a moderate positive relationship between workplace well-being and organizational commitment. The R^2 value of 0.389 indicates that workplace well-being explains approximately 38.9 per cent of the variation in organizational commitment. The remaining 61.1 per cent may be explained by other factors that are not included in the present model.

Table 9: ANOVA – Regression Model

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	21.846	1	21.846	86.76	0.000
Residual	39.799	158	0.252		
Total	61.645	159			

The regression model is statistically significant, with an F-value of 86.76 and a significance value of 0.000 ($p < 0.001$). This indicates that workplace well-being significantly contributes to explaining variations in organizational commitment among employees of selected public sector banks in Ernakulam District.

Table 10: Coefficients of Workplace Well-Being

Model	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
Constant	1.421	0.247	—	5.752	0.000

Work place Well-Being	0.604	0.065	0.624	9.314	0.000
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The regression coefficient for workplace well-being is 0.604, with a standardized beta coefficient of 0.624. The t -value of 9.314 and significance value of 0.000 indicate that workplace well-being has a statistically significant positive influence on organizational commitment. Thus, an improvement in workplace well-being is associated with an increase in organizational commitment among the employees studied.

The regression analysis strengthens the correlation finding by demonstrating that workplace well-being is not merely associated with organizational commitment but also significantly predicts organizational commitment within the study sample. The model explains 38.9 per cent of the variance, indicating that workplace well-being represents an important factor in understanding organizational commitment among public sector bank employees in Ernakulam District.

FINDINGS OF THE STUDY

The study examined workplace well-being and organizational commitment among employees of selected public sector banks in Ernakulam District based on the responses of 160 employees. The major findings of the study are presented below.

1. The demographic analysis shows that 56.9 per cent of the respondents are male, while 43.1 per cent are female. The largest age group is 30–40 years (32.5 per cent), followed by employees in the 41–50 years category.
2. A majority of the respondents (60.0 per cent) possess postgraduate qualifications, indicating a relatively well-qualified workforce among the employees included in the study.
3. The study shows that 74.4 per cent of the respondents are married, while 25.6 per cent are unmarried. Officers constitute 54.4 per cent of the respondents, while clerical and other staff account for 45.6 per cent.
4. Regarding work experience, the largest proportion of respondents (31.9 per cent) have between 11 and 20 years of experience, followed by those with 5–10 years of experience.
5. The reliability analysis indicates that the measurement scales have high internal consistency. Cronbach's Alpha values of 0.918 for workplace well-being and 0.902 for organizational commitment confirm the

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reliability of the instruments used in the study.

6. The mean score of 3.74 for workplace well-being indicates that respondents generally have a favourable perception of their workplace environment and related working conditions.
7. The mean score of 3.68 for organizational commitment indicates a moderately high level of commitment among employees towards their respective public sector banks.
8. Pearson's correlation analysis reveals a moderate positive and statistically significant relationship between workplace well-being and organizational commitment ($r = 0.624, p < 0.001$). This indicates that employees with more favourable perceptions of workplace well-being tend to demonstrate stronger organizational commitment.
9. The regression analysis shows that workplace well-being significantly predicts organizational commitment ($\beta = 0.624, p < 0.001$). The model explains 38.9 per cent of the variation in organizational commitment.
10. The demographic analysis indicates that workplace well-being differs significantly according to age, marital status, designation and work experience. In contrast, no significant differences are observed based on gender and educational qualification.
11. Organizational commitment also differs significantly according to age, marital status, designation and work experience, while gender and educational qualification do not show statistically significant differences.
12. The findings indicate that workplace well-being is an important factor associated with organizational commitment among employees of public sector banks in Ernakulam District. The results highlight the importance of creating supportive and employee-oriented workplace conditions to strengthen employees' commitment towards their organizations.

RECOMMENDATIONS

Based on the findings of the study, public sector banks should give greater attention to creating a supportive and positive workplace environment. Employees should be provided with suitable working conditions, respectful workplace relationships, and adequate managerial support. A healthy workplace can improve employees' overall work experience and strengthen their attachment to the organization.

Banks should also focus on maintaining a better work-life balance among employees by managing workloads effectively, providing appropriate leave

facilities and adopting flexible work practices wherever operationally possible. Excessive workload and work-related stress should be identified and addressed through proper allocation of responsibilities and adequate staffing.

Greater importance should be given to career development and employee recognition. Regular training programmes, opportunities for skill development, transparent promotion practices and recognition of employee contributions can improve employees' motivation and encourage them to remain committed to their organizations. Employees should also be provided with opportunities to express their views and participate in decisions that affect their work.

Managerial support is another important area that requires attention. Branch managers and senior officers should maintain open communication with employees, understand their concerns, and provide timely guidance. Clear communication regarding organizational policies, technological changes and workplace expectations can help employees develop greater confidence and a sense of belonging.

Since the study indicates differences in workplace well-being and organizational commitment based on age, marital status, designation and work experience, employee-oriented initiatives should consider the varying needs of different employee groups. Banks can conduct periodic employee feedback and well-being assessments to identify workplace concerns and introduce suitable corrective measures.

Public sector banks should adopt a more employee-centred approach to workplace management. Improving workplace well-being can contribute to stronger organizational commitment and, in turn, support employee retention, service quality and overall organizational effectiveness.

CONCLUSION

The study concludes that workplace well-being has an important role in developing organizational commitment among employees of public sector banks in Ernakulam District. The findings indicate that the employees generally have a favourable perception of their workplace well-being and show a good level of commitment towards their organizations. The study also establishes a significant positive relationship between workplace well-being and organizational commitment, indicating that employees who experience better workplace conditions are more likely to remain committed to their organizations.

The findings further suggest that factors such as supportive management, healthy workplace relationships, work-life balance, job security, recognition, and career development can contribute to a positive employee experience. Differences in workplace well-being and organizational commitment

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were also observed among employees based on selected demographic characteristics.

Therefore, public sector banks should continue to pay attention to employee well-being and create a supportive, employee-friendly working environment. Providing appropriate support, recognizing employee contributions, managing workload, and offering opportunities for professional growth can help strengthen organizational commitment. Overall, improving workplace well-being can benefit not only employees but also the long-term effectiveness and service quality of public sector banks.

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