

REVIEWER'S REPORT

Manuscript No.: IJAR-51181

Date: 22/04/2025

Title: Exploring Relationships Among Organizational Commitment, Job Satisfaction, Performance, And Turnover in Banking.

Recommendation:

Accept after minor revision.

Rating	Excel.	Good	Fair	Poor
Originality		✓		
Techn. Quality			✓	
Clarity	✓			
Significance		✓		

Reviewer Name: Dr. Bishwajit Rout

Date: 22/04/2025

Reviewer's Comment for Publication.

(To be published with the manuscript in the journal)

The reviewer is requested to provide a brief comment (3-4 lines) highlighting the significance, strengths, or key insights of the manuscript. This comment will be Displayed in the journal publication alongside with the reviewers name.

- Significance:** This study addresses the critical interplay between organizational commitment, job satisfaction, employee performance, and turnover in the banking sector. By using primary data and statistical analysis, it offers practical insights into employee retention strategies. It contributes meaningfully to HRM literature by highlighting how supportive leadership and aligned values can reduce attrition and improve job engagement.
- Strength:** The paper effectively utilizes a quantitative approach with SPSS-backed analysis to test hypotheses concerning banking workforce dynamics. Its structured framework, comprehensive literature review, and primary data enhance reliability. A notable strength is its real-world relevance to HR practitioners, offering actionable insights for improving employee satisfaction and reducing turnover in a high-pressure, regulated industry.
- Key Insight:** The study reveals that while organizational commitment and job satisfaction are positively correlated with performance, the strength of these relationships is moderate. It highlights that internal support, leadership involvement, and opportunities for growth are pivotal in fostering engagement and reducing turnover. The findings suggest strategic HR interventions can transform organizational culture and employee loyalty in banking institutions.

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Reviewer's Comment / Report

The paper titled “*Exploring Relationships Among Organizational Commitment, Job Satisfaction, Performance, And Turnover in Banking.*” his study explores the interrelationships among organizational commitment, job satisfaction, employee performance, and turnover within the banking sector. It adopts a quantitative survey methodology with SPSS-based statistical analysis to test multiple hypotheses. The paper attempts to fill an important research gap by linking employee attitudes with organizational outcomes in a highly dynamic, regulated industry. The topic is relevant and timely, especially given the growing HR challenges in the banking industry (remote work, digital transformation, attrition). However, the manuscript has several conceptual, methodological, and editorial shortcomings that need addressing for it to meet academic standards.

Suggestions for Improvement:

1. While rich in citations, the literature review is repetitive and lacks synthesis. Avoid repetition (e.g., compensation and work-life balance appear multiple times). Discuss theoretical frameworks (e.g., Meyer & Allen's 3-Component Model, Herzberg's Two-Factor Theory).
2. The methodology lacks depth in research design explanation. Justify sample size (n=55)- how was it calculated? Is it representative? Explain questionnaire validation: Was a pilot test done?
3. Conclusion summarizes findings but lacks reflection on limitations and future research. Discuss practical implications: How can HR managers in banks use this?
4. Make research questions and hypotheses more specific and testable.
5. Discuss possible reasons for weak correlations (e.g., sample size, survey design).

the study addresses an important topic with potential academic value, but it needs significant improvements in methodology clarity, data interpretation, theoretical integration, and academic writing to meet publication standards. Accept with Minor Revisions- after addressing these refinements, the paper will be suitable for publication in IJAR.

I recommend this paper for publication after minor revision.