

Differences of Employee Commitment in terms of the Employee Personal Characteristics in Commercial Banks of Mannar District

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Introduction

Employee commitment can be defined as a collective effect of employees' awareness on the organizational goals and objectives, the willingness to exert high efforts on behalf of the organization and the true retention intention to stay within the organization (Potter et al., 1974). According to Allen and Meyer (1991), there are three types of organizational commitment namely, affective commitment, continuance commitment and normative commitment. Affective commitment represents employee's emotional attachment to organization and its goals, continuance commitment represents awareness of the costs associated with leaving the organization and normative commitment represents feeling of obligation to remain with an organization. "Organizations of the 21st century are concerned about how to foster employee commitment, extra-role behavior and retention in a highly competitive environment. Organizational success and sustainability require exceptional contributions from the workforce" (Benjamin, 2012). Even though there are many factors affecting the employees' commitment, personal characteristics of employees (demographic factors) play a vital role in determining the level of commitment of employees. For instance, Gallie and White (1993) found that commitment of employees was related to personal characteristics. With reference to the past research findings, it was clear that there are contradictory ideas in relation to identification of the difference of employee's commitment in terms of the employee personal characteristics. This matter has poorly been researched in the Sri Lankan context. Therefore, the purpose of this study was to identify the differences of employee commitment in terms of the employee personal characteristics with special reference to public and private sector licensed commercial banks in Mannar District.

Methodology

The study site of the present study was Mannar district and the population of the study was employees who are working for licensed commercial banks. The sample was comprised with 65 employees from two public licensed commercial banks and five private licensed commercial banks. Accordingly, 37 employees from public banks and 27 employees from private banks were included in the sample. Data collection instrument was a structured questionnaire based on commitment dimensions defined by Meyer and Allen (1991) and the employee commitment questionnaire developed by Meyer and Allen (1991) was employed to measure the level of employee commitment. Personal characteristics of employee included in this study were gender, age, educational level, marital status and job tenure. Data was analyzed by using One-Way ANOVA test in order to identify the differences of employee commitment in terms of personal characteristics.

Results and Discussion

Table 1 summarizes the mean values of commitment level of employees in terms of personal characteristics. The commitment level of employees in terms of gender in public banks seems considerably different while the difference of commitment level is slight in case of private banks. In terms of age, the commitment level of public employees is at its peak among the employees who are in the age category of 16-25 years while those who are in the age category of 25-35 years depicting a lower mean commitment. This tendency is in contrast to the situation in private banks in which the highest commitment is accounted by the employees who are in the

age of 25-35 years. The commitment level of employees in terms of marital status shows an interesting finding as the public employees' trend is reversed in the case of private employees where married employees are showing a higher commitment.

Table 1. Mean values of commitment in terms of personal characteristics.

Personal Characteristics		Public Banks	Private Banks
Gender	Male	2.57	3.22
	Female	3.96	3.82
Age	16-25	3.8	3.85
	25-35	2.79	3.88
	35<	3.72	3.66
Marital Status	Married	3.71	3.79
	Unmarried	3.1	3.87
Level of Education	Up to A/L	4	3.74
	Diploma	3.79	3.91
	Bachelor degree	3.78	3.86
	Postgraduate	3.67	4.06
Job Tenure	<5 years	3.03	2.8
	5-10 years	3.8	3.98
	10 years<	3.65	3.66

Source - Field Survey 2012

Contrast findings can be seen in the case of level of education as the highest committed employees are the employees who have got completed their education only up to A/L in the public banks while the employees with postgraduate qualifications are reflecting the highest commitment level (Table 1). In addition, in both private and public sectors, employees with job tenure between 5-10 years are showing the highest level of employee commitment. What makes clear is that there is a kind of a patterned difference in commitment levels and hence, in order to further get verified whether there are statistically significant differences, One-Way ANOVA test results can be considered. Accordingly, the results can be tabulated as follows (Table 2). In accordance with the results of One-Way ANOVA test, there is a statistically significant ($P < 0.05$) difference of employee commitment in terms of gender in the case of public banks.

This may be mainly due to gender related disparities and biasness prevailing in public banks with regard to family roles in Sri Lankan cultural context. This is also largely due to the reality that most of the female employees reside and travel from the close proximities to their respective banks. On the contrary most of the male employees relatively travel from distant locations. None of the other personal characteristics are statistically significant ($P > 0.05$) in both public and private banks. Considering the commitment level in terms of education qualifications, the possible reason for a finding of this nature might be the work schedules for each employee in a bank which is allocated in line with the qualification they acquire. This makes them higher committed to works so allocated. On the other hand those who lack the academic qualifications as the above category, compensate such lapses through displaying other talents to equalize such gaps. Further, employees are selected on the merits of their academic and other qualifications. Work tasks are allocated based on experience while necessary skill

trainings are provided. Hence, the job tenure might not be a crucial determinant for the commitment.

Table 2. ANOVA test results on differences of employee commitment in terms of personal characteristics of employee.

Personal characteristics	P- value (Public banks)	P- value (Private banks)
Gender	0.013*	0.989
Age	0.798	0.790
Marital Status	0.383	0.704
Educational Level	0.711	0.818
Job Tenure	0.458	0.731

Source - Filed Survey 2012

Conclusions

The ultimate findings of this study indicate that statistically there is a significant difference of employee commitment in terms of gender in the public banks while this is not applicable to the context of private banks. Further, this research indicates that even though there are slight differences of employee commitment in terms of age, marital status, educational level, and job tenure. According to the descriptive analysis there are no statistically significant differences of employee commitment in terms of age, marital status, educational level, and job tenure in both public and private banks. These results also attest the works of other researchers such as Mathieuand Zajac (1990); Weidmer (2006); Salami (2008). Furthermore, in the private banks, the organizational commitment is comparatively higher than public banks.

References

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