

**IDENTIFICATION OF THE DIFFERENCES OF  
EMPLOYEE COMMITMENT IN TERMS OF THE  
EMPLOYEE PERSONAL CHARACTERISTICS.**

**(A COMPARATIVE STUDY OF PUBLIC AND PRIVATE BANKS  
IN MANNAR DISTRICT)**

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Faculty of Management

UvaWellassa University

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## ABSTRACT

Employee commitment means, that employee knows about the organizational goals and objective and there must be willingness with high efforts on behalf of the organization and their intention must be in true sense to stay within organization (Potter *et al* 1974). “Organizations of the 21<sup>st</sup> 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”. Therefore to achieve competitive advantage, committed employees are needed to an organization.

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 and 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 especial references to licensed commercial public and private banks in Mannar district.

Data collection instrument was a Structure questionnaire of Meyer and Allen (1991). Sample was comprised with 7 licensed commercial public and private sector banks situated in Mannar District and 37 employees from public banks and 28 employees from private banks responded to the structured questionnaire. One way ANOVA test and graphs were used as tools for analyzing the data.

A bar chart was used to identify the level of employee commitment in terms of the employee demographic variables. In accordance with the bar chart, it is clear that there is a slight difference in the commitment in terms of personal characteristic in both public and private banks.

In order to identify whether this statistically significant difference, one way ANOVA test was run. Consider the gender factor, in accordance with the P-value produced by the one way ANOVA test, it is clear that the test is statistically significant as  $P < 0.05$  therefore there is a statistically significant difference of employee commitment in terms of gender in the public banks, excepting private sector banks. This may be mainly due to gender related disparities and biasness prevailing in public sector with regard to family roles in Sri Lankan cultural context. Due to the reality that most of the female employees reside and travel from the close proximities to their respective banks. On the contrarily most of the male employees relatively travel from distant locations. In accordance with the P-value produced by the test, it is clear that the test is statistically insignificant in terms of age, marital status, educational level, and job tenure as  $P > 0.05$ . Therefore there is no statistically significant difference of employee commitment in terms of age, marital status, educational level, and job tenure in both public and private banks. These results also bear out the works of other researchers such as Mathieu & Zajac (1990) , Weidmer (2006) and Salami (2008).

***Key words: employee commitment, personal characteristics of employee, private sector banks, public sector banks.***