



AN ANALYSIS OF FACTORS INFLUENCING EMPLOYEE COMMITMENT, IN THE PUBLIC SECTOR ORGANIZATIONS IN THE KANDY DISTRICT: (WITH SPECIAL REFERENCE TO THE DIVISIONAL SECRETARIAT, YATINUWARA)

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INTRODUCTION

Human Resource or labour is considered as the most important asset to any organization. Organizations get their work done through employees who perform different duties. Therefore, in order to improve the performance of organizations, employee commitment is very important. Both public and private sector in a country should contribute to provide the required service for the benefit of the economy and the country. In order to give such service, the employee commitment can be identified as a crucial factor. The public sector service organizations do not seem to have identified the characteristic leading to the job satisfaction and organizational performance. They do not consider the importance of employee satisfaction which cause the employee commitment towards high level of organizational performance.

In the 'Public Focus' magazine 2014, published by Sri Lanka Institute of Development Administration (SLIDA), it is mentioned that the attitude among general public towards government organizations is not good. During the past several years, there are complaints from the general public, media and other interested parties, that the public sector service organizations in Sri Lanka were unable to perform well due to various reasons. As one of the major reasons, it has been mentioned in the magazine, that the employees are not committed towards their assigned works and duties and towards their organizations as well. This study was designed to identify those factors which affect employee commitment.

Researchers have investigated various theoretical and practical concepts and factors which influence employee commitment in both public and private sector organizations. Accordingly, this research is to draw much attention to the nature of management in the public sector service organizations in the Kandy District and to the facts that would influence the level of employee commitment.

The main objective of this research is to examine those factors that influence employee commitment in the service organizations of the public sector in the Kandy District, With Special Reference to the Divisional Secretariat, Yatinuwara, while giving special attention to the various levels of commitment such as individual commitment, group commitment and organization commitment.

Objectives of the study

- To identify the key factors affecting employee commitment in the public sector service organizations in the Kandy District.
- To identify the relationship between these key factors and Employee Commitment
- To make recommendations to the management of a particular government institution, for application in order to have better commitment

To achieve the above research objectives, the following research questions were developed:

- What are the key factors affecting Employee Commitment in public sector organizations in the Kandy District?
- What is the relationship between Individual factors, Organizational factors, Managerial factors and Employee Commitment?



METHODOLOGY

In this study, the data was collected through primary and secondary sources. The search for secondary data was also based on information from the researchers both academics and non-academics. The information also was obtained from the studies done by government agencies like SLIDA and from the Cadre information files in the Yatinuwara Divisional Secretariat. Primary data was gathered from the respondents of the selected organizations for this study. A structured questionnaire with 5 point Likert Scale (1= Strongly Disagree, 2= Disagree, 3= I have no idea, 4= Agree, 5= Strongly Agree) has been prepared based on previous studies and the researchers’ knowledge and experience on the nature of practices in government organizations.

The selected organization is one of the leading public sector organizations in the Kandy District. The Yatinuwara divisional secretariat consist of several sections such as the Development division, Administrative division, Accounts division and Planning division. The study was done through views of both management and clerical staff of all the above divisions.

There are 350 employees in different categories working at the Divisional Secretariat, Yatinuwara. Among them, 100 numbers of officers was selected as the sample.

This is a positivistic research and the conceptual model has been based on organizational theories and was conducted through investigations upon managerial and non-managerial views of the respondents.

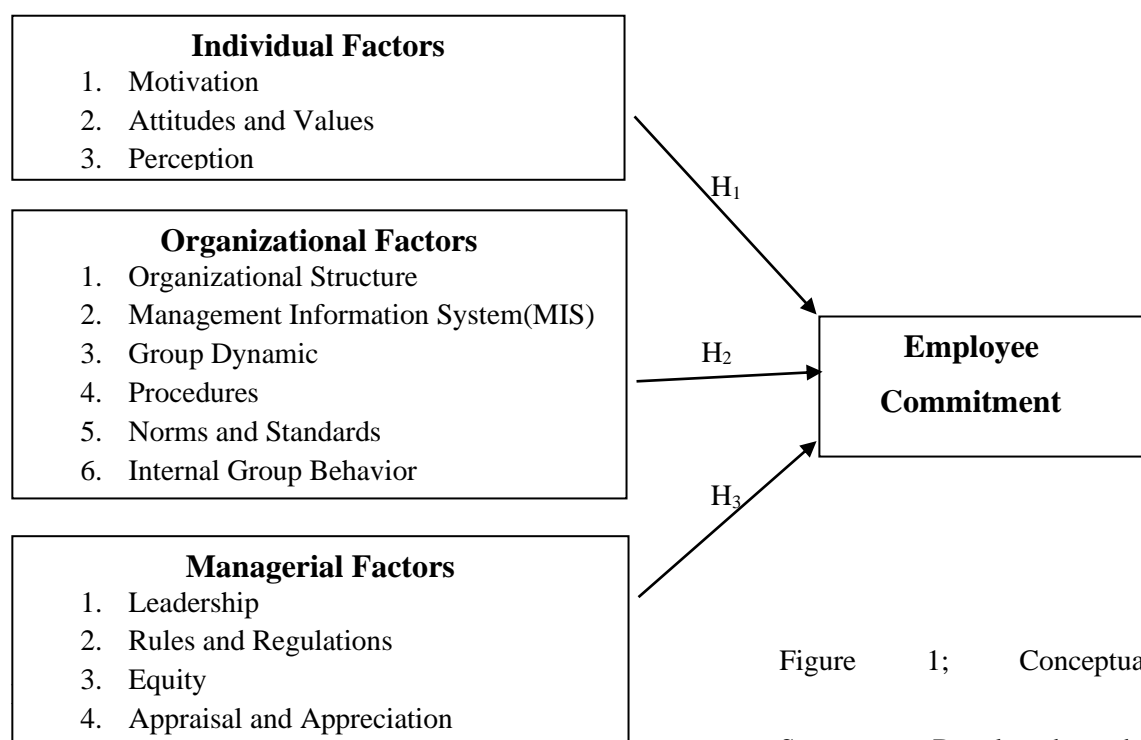


Figure 1; Conceptual

Source: Developed by

Researcher

According to the conceptual framework the dependent variable is employee commitment. Individual factors, organizational factors and managerial factors are the independent variables of the study.



Motivation is a crucial point of the human behavioural characteristics in an organization, starting from dissatisfaction causing to physical and psychological tension, towards the satisfaction by reducing the tension. (Ambrose & Kulik, 1990). It can be said that values, attitudes and abilities have a huge impact on employee commitment and job satisfaction (Rokeath, 1973).

The structure in an organization is considered as the mechanism of operation of all the work, duties and functions which are implemented by each section in the organization. The management information system is defined as an integrated system that consists of a number of subsystem for providing information to the management to be effective and efficient. Dynamics of group formation in which the Exchange theory says that, the groups are based on rewards-cost out comes of interaction and another theory has declared five recognized identifiable states of group development as forming, storing, norming, performing and adjourning. (Dressler, 1999). The procedures are the collection of initiated and developed work steps and guidelines for each and every activity of the working process, that are subjected to initiate, change, develop, and reject to suit the practical and modern social requirements and expectations. Procedures, Norms and Standards have a huge impact on employee commitment (Mintzberg, 1983). Behaviour of formal and informal groups affects directly towards the organizational goal, and indirectly they may affect positively or negatively for achievement of organizational goals (Gulati, 1995).

Leadership has been mainly categorized into two styles of leadership, as autocratic leadership and democratic leadership and the style of leadership also influences the level of employee commitment (Weathersby, 1999). Appraisal and Appreciation are both management instruments leading to employee satisfaction and motivation of the employees, especially for employee commitment.

Based on the conceptual framework, following hypothesis are established for the present study.

H₁. The individual factors positively affect employee commitment.

H₂. The organizational factors positively affect employee commitment.

H₃. The managerial factors positively affect employee commitment.

RESULTS AND DISCUSSION

The researcher used quantitative methods to analyse the data using Mean, Median and Mode coming under the descriptive statistical techniques. The Likert scale was applied to measure the views of employees and the Pearson correlation was used to find the relationship between each factor and employee commitment. Statistical Package for Social Sciences (SPSS) was used to analyse data.

The research was based on demographic variables; Gender, Age group, marital status, Educational qualifications and Service years. The female respondents were in the majority and (Female=75.8%, Male=24.2%). The findings demonstrate the majority of employees 47.3% belong to 31-40 age group. (20-30Years=6.6%, 31-40 Years=47.3%, 41-50=29.7%, 51 and above=16.5%). Most respondents were married (Married=78, Single=22) and majority of employees have Degree level educational qualifications. (GCE A/L=16.5%, Diploma=8.8%, Degree=58.2%, Master=16.5%).

Validity and Reliability

Before the statistical analysis, reliability test was performed to identify the reliability of each construct which was used to measure the research variables and the analysis found that the questionnaire was a reliable measurement.

Validity was measured by using Bartlett's Test value, which was less than 0.05. Therefore this values interpreted the significant validity and reliability of this research.



Descriptive Analysis of Variables

To identify the basic nature of the variables, descriptive statistics were calculated and according to the statistics the mean value of Individual Factors IF is 3.77. According to the descriptive statistics the mean value of Organizational Factors OF is 3.79. The mean of the Managerial factors is 3.1201., while the mode value given as 3.27.

Correlation Analysis of Variables

Correlation Analysis conducted to identify the relationship between the independent variable and dependent variables. The correlation between individual factors and employee commitment is 0.857, and the significance is 0.000. Taking into consideration that Pearson Correlation value it can be identified that there a significant relationship between the independent and dependent variables. That means there is a positive relationship between IF and EC. The correlation between organizational factors and employee commitment is 0.397, and the significance is 0.000. That means there is a significant relationship between OF and EC. According to the analysed data the Pearson correlation value is 0.205 and the significance is 0.51. So clearly there is no significant relationship between MF and EC as the significance value is greater than 0.05.

Hypothesis Testing

Above analysis found enough statistical evidences to prove that there is a statistically significant relationship between individual factors and employee commitment and the individual factors are affected for employee commitment. Therefore H_1 is accepted.

Further it found that there is a statistically significant relationship between organizational factors and employee commitment. The organizational factors are affected for employee commitment. Therefore H_2 is also accepted.

Finally, the analysis found that there is no statistically significant relationship between managerial factors and employee commitment. Therefore H_3 is rejected.

Previous research studies also showed that individual factors like motivation, attitudes and values has a significant impact on employee commitment. Ambrose and Kulik (1990) stated that motivational factors such as recognition, achievement are effected for overall performance of employees. Rokeath (1973) found out that values, attitudes, and abilities have a huge impact on employee commitment and performance.

CONCLUSION AND RECOMMRNDATIONS

It is identified that individual factors and organizational factors are most significant factor for employee commitment in the organization. Accordingly, the researcher identifies Motivation, Attitudes and Values, Perception, Organizational Structure, Management Information System, Group Dynamic, Procedures, Norms and Standards and Internal Group Behaviour as the most influential factors which leads to employee commitment in the organization. From the findings, it can be concluded that employee commitment is increased with motivated employees. Good supervision, supportive working conditions, salary and wages, good interpersonal relationships, job security and recognition can be summarized as the factors that lead to high motivation. Positive attitudes and values and good perception towards organization are also influential factors for employee commitment. Also, organizational factors such as logically built organizational structure is important to avoid delaying of works and duties and it affects employee commitment. A proper management information system is also important to the decision making process and it leads to enhanced commitment of the employees. Group dynamic, procedures, norms and standards and internal group behaviour also have significant influence on employee commitment.



Therefore, the management of the Divisional Secretariat should consider offering physiological needs, the payment of good salary and allowances, suitable welfare facilities, team building and social needs should be provided to motivate the employees. In other words, the management should let all the employees work in a happy, free and friendly working environment to have employee commitment towards the organization. It is recommended that the structure of the organization should be assembled with required physical and human resources, in mobilizing them based on hierarchy, logical and perfect. Also the management should carefully select and collect only relevant, logical and correct information and should take action to introduce good MIS, as an alternative system for reducing the wastage of time, physical and human resources. The departments, branches, sections and units are the existing groups and the group dynamic and cohesiveness is very important. Hence, the researcher recommends that the employees be provided with various training, experiences, and knowledge in order to minimize the conflicts among the groups. The existing procedures should be reconsidered and updated time to time. Additionally, all the employees should be acknowledged and trained on the standards and norms as well as, to revise the standards and norms according to the changes in the environment from time to time.

The above recommendations would assist the policy making and planning of the government organizations as well as the findings would be extremely useful for future researchers.

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ABBREVIATIONS AND ACRONYMS

EC – Employee Commitment

IF – Individual Factors

MF – Managerial Factors

MIS – Management Information System

OF – Organizational Factors

SLIDA – Sri Lanka Institute of Development Administration

SPSS – Statistical Package for Social Sciences