

Organizational Commitment of Sri Lankan Managers and Its Determinants.

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ABSTRACT

Recent interests in organizational commitment has opened debates about the success of the companies in the 1990's depend on the superior level of their performance which many authorities today believe the factor behind it is commitment of their workers.(not merely the obedience). The study is concerned with identifying the nature of commitment of Sri Lankan managers of finance companies and its decisive factors. Data was collected from 07 finance companies, including 10 managers from each.

The study hypothesizes that organizational commitment is a function of personal factors and organizational factors. Personal factors refer to age tenure of employment, sex, education, and marital status. Organizational factors include task related factors such as task involvement and task autonomy, interactions such as supervisory assistance and co-officer assistance and extrinsic rewards such as working conditions salary and development opportunities.

It was explained that there was a larger proportion of variations in personal factors and organizational factors. The study reveals that the degree of organizational commitment of Sri Lankan managers in finance companies is fairly high. More over it appears that task involvement and supervisory assistance have significant positive impact on commitment while others except development opportunities have weaker positive effect. The study reveals that development opportunities have negative impact.

In general sense it is possible to achieve organizational commitment of Sri Lankan managers since the study reveals that a significant degree of organizational commitment with Sri Lankan managers. No need of creation of commitment with managers. By providing determinants which were identified by the study organizational commitment of Sri Lankan managers can be enhanced.

The findings further suggest that it is necessary to focus on work related factors such as task involvement. Managers should be provided with

interesting, meaningful and rewarding tasks. Mere autonomy on tasks is not sufficient for organizational commitment.

Supervisory assistance is much more important in enhancing organizational commitment. The concept like participatory supervision is just not enough. Managers do not seek help merely for their development.

Better communication with supervisors will be a powerful route for assisting. Traditionally, the strategy has been to increase economic incentives or to improve working conditions in terms of safety, cleanliness and the like for increasing organizational commitment. However the study results suggest that work related factors and healthy and supportive supervision reward for increasing organizational commitment.