

# Organizational commitment and its divers: a study of a selected organization

**Manoj Dilshan** 

University of Sri Jayewardenepura, Faculty of Applied Sciences

e-mail: manojdilshan29@gmail.com

**Anuradha Iddagoda** 

University of Sri Jayewardenepura, Faculty of Applied Sciences

e-mail: anuradhaiddagoda@sjp.ac.lk

**Hiranya Dissanayake** 

Wayamba University of Sri Lanka, Faculty of Business Studies and Finance

e-mail: hiranya@wyb.ac.lk

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## Abstract

Organizational commitment is the bond between the employee and his/her organization. Organizational commitment is the primary interested variable and rewards, trust, leadership and work life balance are the drivers of organizational commitment. The aim of this study is to bridge the identified population gap. Identified population gap is that there is no empirical evidence of organizational commitment, work-life balance, trust, leadership and rewards in a nomological network/conceptual framework in ABC organization is the identified research gap. Quantitative study was done to bridge this population gap. Sample size is 120 who are the non-managerial employees of the selected organization. Data was gathered using a self-directed questionnaire. Unit of analysis is individual. Cross-sectional study was done under minimum researcher interference in a non-artificial environment. The results indicate that work-life balance has an impact on organizational commitment.

## Keywords

organizational commitment, rewards, trust, leadership, work life balance

## **Introduction**

Organizations in every part of the world face ever-increasing competition. One of the key survival strategies is maintaining and increasing the organization's ability to utilize human resources effectively and efficiently. However, the competencies of human resources in not enough for getting success of organization. It depends on how an organization stimulates employee's commitment towards its goals and objectives [Whitman & Mattord, 2011]. This is the way the concepts of organizational commitment and committed employees have become a long-term aim in the mind of human resources manager who performed in every organization. Because committed employee is a valuable asset that organization can rarely achieve. That is why Meyer et al.[2006] state the commitment as a force that provide guidance to achieve one or more targets. In addition to that well committed employee do not consider about other employment opportunities most of the time. Meanwhile the committed employee possesses a strong feeling of personal participation which leads to willingness to provide the credit for success of company [Lok & Crawford, 2001].

ABC company LTD, is one of the Sri Lankan top five organizations that engage in the manufacturing and exporting coconut kernel-based products to foreign market over 60 destinations in Asia, Africa, Europe, Australia, and North America. Currently this organization is situated in North-western province of Sri Lanka. As a large-scale company, ABC company LTD contributes to national economy and to generation of employment for Sri Lankans to increase the living standards of people in that area. The ABC company LTD produces number of coconut-based products including Coconut milk, coconut flour, desiccated coconut, virgin coconut oil and creamed coconut products. This company has certified with international standards for quality management and food safety management such as ISO 9001:2015, ISO 22000, BRC global standards, EU organic certification as well USDA organic certification. The researchers of the study did not received the permission to reveal the actual name of the organization.

There is no empirical evidence of organizational commitment, work-life balance, trust, leadership and rewards in a nomological network/conceptual framework in ABC organization is the identified research gap. This population gap going to bridge using four research objectives. Four research objectives are: to identify impact of work life balance on organizational commitment; to identify impact of leadership on organizational commitment; to identify impact of rewards on organizational commitment; to identify impact of trust on organizational commitment.

## **1. Organizational commitment**

In the globalized and competitive corporate environment of today, committed and satisfied employees have a significant beneficial impact on business performance is the view of Vieira et al., in 2023. According to Cohen [2007] one of the more well-known topics in literature on industrial and organizational psychology is the idea of organizational commitment. Sudiro et al., [2023] state that one consequence of organizational commitment is quality of work life. There is no widely accepted definition of the organizational commitment because it has been described differently by various authors and researchers from diverse perspectives. Miller [2003] states that the organizational commitment is the degree to which an employee understands organizational goals and wants to remain with the company. According to Mowday et al. [1979], organizational commitment is defined as the relative strength of employee to identification and involvement in an organization. Organizational commitment is defined by Avolio et al. [2004] as an attitude that shows to extend which employee understands and bound to his organization. Academics, like Miller and Lee [2001], point out that the organizational commitment is the degree to which employees are compelled to continue participating in the organization by their behaviors and values. The view of Allen and Meyer [1990] is that the organizational commitment consists of affective commitment, continuance commitment and normative commitment. Singh and Gupta [2015] mention that the three-dimensional organizational commitment model takes into account a variety of psychological states that connect workers and organizations.

According to Allen and Meyer [1990], affective commitment is an emotional attachment to the organization that recognizes its goals and values and involves and loves being a part of it. It demonstrates how little the employee wants to be a part of the company. Lee and Kim [2011] mention that affectively devoted workers experience positive sensations of belonging and contentment with their workplace's structure and tasks. Causes of affective commitment are divided into four categories by Mowday et al. [1982]: personal traits, organizational features, job experience, and work characteristics. In order to determine an organization's ability to retain personnel over the long term, Singh and Gupta [2015] state that affective commitment is crucial. Affective commitment and job satisfaction have been found to be positively correlated by Eleswed and Mohammed [2013]. A lower level of affective commitment among employees is a risk factor for higher absenteeism, turnover, and work-related stress.

Continuance commitment is another aspect of the organizational commitment model presented by Allen and Meyer in 1990. According to Loi, Hang-Yue, and

Foley [2006], continuance commitment develops as a result of an employee's choice to stay with the company after weighing the costs of quitting. Meyer and Allen [1991] claim that continuance commitment is based mostly on a cost-benefit analysis pertaining to lost economic investment and difficulty in finding a new job after the departure. Employees opt to commit to the organization in order to maintain the benefits they have received after realizing that staying put is preferable to leaving. Additionally, this loyalty grows greater when there are few work options available and the cost of leaving the company is higher. In addition to potential financial losses, switching jobs may cause an individual to lose his current social networks, which Becker [1992] refers to as the psychological cost of making new friends and forging new bonds with co-workers.

Employees that exhibit normative commitment, choose to stay with the company primarily [Meyer and Smith, 2000; Szydło and Grześ-Bukłaho, 2020], because they believe they have a moral obligation to do so. Clugston [2000] points out that employees who have stronger normative commitment stay with the company because they feel obligated to. This normative commitment arises through internalization as a result of family, cultural, and organizational socialization processes, according to Wiener [1982]. Meyer et al., [2002] state that similar to this, when thinking about an individual's dedication to his job, he frequently feels a moral duty to do so for the company. In order to facilitate an exchange mechanism employee normative commitment arises from recompense for rewards received from the company [Scholl, 1981; Suliman and Iles, 2000].

Organisational commitment involves loyalty and goal-setting [Diansari et al., 2023, p.5]. Meanwhile Wydyanto and Yandi [2020] point out that organizational commitment, according to the literature already in existence, is a complicated phenomenon in and of itself because it is influenced by a variety of circumstances and develops gradually. Organizational commitment is influenced by a variety of circumstances, and these elements may range from person to person and regionally. This is because organizational commitment is a psychological condition of the individual. In this study the selected factors of organizational commitment are work-life balance, trust, rewards and leadership.

## **2. Work-life balance**

Achieving work-life balance benefits both the employee's family and the organization is the view of Vloeberghs in 2002. The primary elements of work-life balance, according to the study by Greenhaus et al. [2003], are the time balance, engagement balance, and satisfaction balance between the family role and the job role.

According to Hammer et al., [2005] the degree to which an individual can simultaneously manage the emotional, behavioral, and time demands for both organizational job duties and personal family obligations can be used to describe work-life balance. Anwar et al., [2013] state that un-balanced work-life situations occur when people can't manage their time between their personal and professional obligations, or when they give their best effort to one while neglecting the other. Frone [2000] states that the majority of the time, flexible work arrangements, flexible working hours, favorable leave arrangements, dependent care assistance, and employee assistance programs are used to help employees maintain their work-life balance. Alfano et al., in 2023 are also have the similar view. According to Alfano et al., [2023] work-life balance improves when having access to advantages like flexible work schedules, child care recommendations, and leaves of absence.

According to Chaudhry et al. [2011], job satisfaction and work-life balance have a favorable association. Rifadha and Sangarandeniya [2015] advocated happy employees as a way to increase their commitment and loyalty to the company. Moreover, Oyewobi et al. [2019] provided evidence for the condition by demonstrating a significant positive association between organizational dedication and work life balance. Work-life initiatives have a link to improving affective commitment, according to Wood and de Menezes [2008]. However, certain studies, such as Norton's in 2009, point out a significant association between actual and affective commitment and perceived work-life balance, while none exists between continuation commitment or normative commitment and work-life balance. Trust is a virtue.

### **3. Trust**

According to According Simion and Willard-Kyle [2023] it is easy to trust a reliable person. to Mishra [1996] states that trust is people's readiness to expose themselves to risk on the assumption that the other person is capable and trustworthy. Gambetta [2000] indicates trust as reciprocal presupposition of one part regarding other party's actions and consequences. Keppetipola and Dharmasiri [2020] mention trust is a virtue. De Silva and Iddagoda, [2021]; Bulińska-Stangrecka and Iddagoda [2020] further support above statement by stating virtues are important for the goodwill of the society. Trust cause to effective collaborative relationship among both parties. Because trust leads to good communication, teamwork, and ethical behaviour among parties. As well Stranes et al., [2010] present three forms of trust in organizational context. They are namely, (1) Inter-organizational trust, means trust that exist between organizations; (2) Intra-organizational trust refers to trust between subordinates and managers as well between employees within same organization;

(3) Interpersonal trust describes trust within relationship among teams. However, their study more focus on interpersonal trust. Moreover, Ting [1997] divides interpersonal trust in organization as first, trust between supervisor and employee in a same team. Secondly, trust between co-workers in same team.

#### **4. Leadership**

Every organization need powerful leaders for achieving organizational vision through mission fulfilment. Because the main role of the leader is creating suitable working environment for employees [Samul et. al., 2021]. According to Kjeldsen et al., (2023) in times of crisis when uncertainty is high and there are few or no prior experiences to draw on, leadership is especially crucial. Keskes [2014] states leadership is considered as a critical element on management which contributes to control the dedication level of employees in organization. As a support of this, Stum [1999] points out the quality of the leadership in an organization can be understood from employee commitment. According to Malos [2011], leadership is an influencing process which an individual can get a support from another individual for achieving a common goal. In organizational context, managers also can be considered as leaders. Because they provide guidance, support, and communicate with employees. When consider about leadership of the immediate supervisor, according to Landsman [2008], there is a positive relationship. In addition to that Khaliq et al., [2016] also found positive relationship between those two variables. Meanwhile Wanjiru [2012] indicates participative leadership which allow employee participation in decision making leads to higher organizational commitment. If employee receive support, feedback, attention, and sympathy form their superior, they tend to increase their contribution for the organization is the view of Purvanova et al., in 2006.

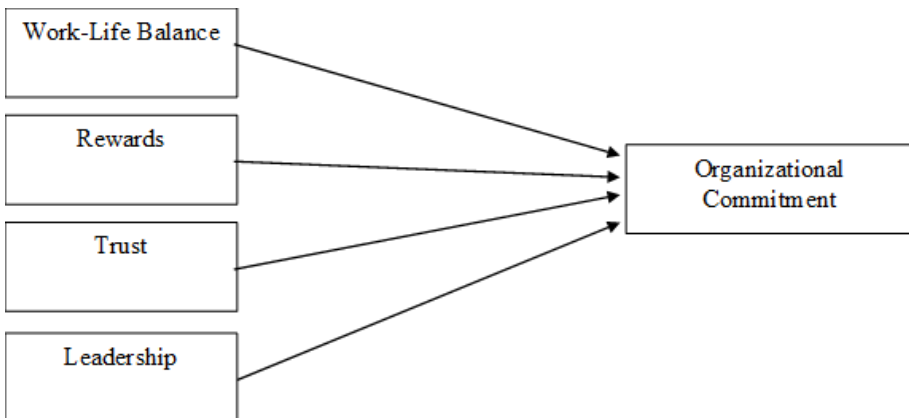
#### **5. Rewards**

Reward or compensation is a primary expectation for employee survival in the employment contract. Similarly, Sitompul & Simamora [2021] defines compensations are financial returns and other benefits accrued as a part of employer-employee connection. [Williamson et al, [2009] three types of rewards that employee can obtain for the organization including extrinsic, intrinsic, and social rewards. According to Malhotra et al, [2007] extrinsic rewards stand for tangible benefits that can obtained by employee during the employment such as salary, incentives, overtime, medical insurances, and promotions. Intrinsic rewards refer to internal satisfaction

of person and psychological advancement that can be obtained by doing an employment [Williamson et al., 2009]. Intrinsic rewards include training, autonomy, feedback, and participation in decision making [Kokubun, 2017]. As the third, social rewards refer to benefits that derived due to interpersonal relationship with supervisor and co-workers in the workplace [Williamson et al., 2009]. Previous studies like [Kokubun, 2017] found financial compensation is positively correlated with organizational commitment. However, some studies conducted in western reports there is no significant relationship between organizational commitment and extrinsic benefits [Malhotra et al., 2007].

According to the social exchange theory, when employees are being offered by fair and reasonable rewards including both financial and non-financial, they will retaliate with more benevolent reactions towards the organization [Blau, 1964]. Haar & Spell [2004] further explains as follows, if employees getting continuous beneficial rewards for themselves and families, they will feel moral obligation to reciprocate with commitment to their organization. Among the reward, extrinsic rewards are the key component in organizational practices that are used to keep their employees committed [Meyer & Smith, 2000]. According to Malhotra et al., [2007] support from supervisor and co-workers both have positive impact on organizational commitment as social rewards. Moreover, empirical findings about intrinsic rewards shows support autonomy or feel sense of responsibility increase the organizational commitment [Williamson et al., 2009].

## 6. Conceptual framework



**Fig. 1.** Conceptual framework of the study

Source: own elaboration.

## **7. Theoretical assertions derived from social exchange theory**

Social Exchange Theory is one of the most important theories that use to understand and describe the workplace behaviour of employee and workplace attitude of employees over the organizational behaviour studies. It focuses on long term exchange of favours through fulfilling mutual obligations [Yiğit, 2016 ]. As one of the leading researchers in case of Social Exchange Theory, Blau [1964] defines this social exchange as “Voluntary actions of individuals that are motivated by the returns they are expected to bring and typically in fact bring from others”. According to this theory, simply when one party gives reward or treat well to other party, there is an expected future return from the other party also. It means reciprocity norm involves in generate a return from other party [Gouldner, 1960]. When employees realize that organization gives value and conscious about their wellbeing they tend to be committed for the organization [Rabbani, et al., 2017]. This can lead to create higher level of organizational commitment. When the organization have work life balance initiatives, such as flexible working hours, in return the employees feel loyal and committed to the organization. when the rewards are given based on a fair and justifiable base the employees want to stay with the organization in long term and committed. When the organization is maintaining a trustful environment the employee does not want to resign from the organization. He/she feel committed to the organization. Leadership is inspiring, guiding and influencing people when it is necessary [Iddagoda, 2021, p.9]. When the leader provides necessary instructions, guidance, and also praise the employee when he/she does a great job the employee feel committed and loyal. These theoretical assertions lead to the below mention hypotheses:

H1: Work-life balance has an impact of organizational commitment.

H2: Rewards has an impact of organizational commitment.

H3: Leadership has an impact of organizational commitment.

H4: Trust has an impact of organizational commitment.

## **8. Research methodology and research design**

This is a quantitative study was done. Survey is the research strategy. The purpose of the study, type of investigation, extent of researcher interference with the study, unit of analysis, study setting and time horizon of study are the six components of the research design presented by Sekaran [2003]. Refer to Table 1 for the research design.



**Tab. 1.** Research design

Research design	Description
Purpose of the study	Hypothesis testing
Type of investigation	Correlational
Extent of researcher interference with the study	Minimum
Unit of analysis	Individual
Study setting	Non-contrived
Time horizon of study	Cross-sectional

Source: own elaboration.

## 8.1. Population and sample

The population of this research study was all blue-collar employees and desk officer in ABC company LTD which is located in North-Western province of Sri Lanka. The researchers excluded managerial and senior executive level employees from this study. In accordance with current study, non-managerial employees who working under the guidance of manager or immediate executive. Then total population size was 413 employees (non-managerial employees. Then researchers of the study decided to take 120 participants among population covering all departments in ABC company LTD. The sample size should be greater than 30 and lower than 500 according to Roscoe [1975] as cited in Sekaran [2003].

## 8.2. Data analysis

Collected data from questionnaire was analyzed through Microsoft Excel and IBM SPSS version 26 for descriptive and inferential statistics to achieve above mentioned research objectives. The descriptive statistics [mean, standard deviation and frequency distribution] were used to analyze demographic information of participants. As well inferential statistics were used to identify relationships between dependent variable and independent variables via correlational and regression analysis.

## 8.3. Partial least squares model

The proposed model and hypotheses were evaluated using a statistical technique called Structural Equation Modelling (SEM), specifically the Partial Least Squares approach (PLS-SEM). SEM has two main approaches: covariance-based techniques (CB-SEM) and variance-based partial least squares (PLS-SEM). Among these, PLS-SEM is considered a promising alternative to CB-SEM. It has gained recognition in various social science fields, including organizational management, human resource

management, and entrepreneurship. Previous studies in these areas, such as those by Sosik et al. [2009], Ringle et al. [2018], Esfandiar et al. [2019], Hernández-Perlines et al. [2016], have successfully applied PLS-SEM. PLS-SEM is particularly valuable when examining complex relationships. In the present study, which falls under the management discipline, we employed the PLS-SEM approach using SMART PLS 4.0 software to analyze the model. The study also aims to test mediation relationships.

9. Research results

9.1. Correlation analysis

Correlation analysis is conducted to get an understand about nature and its strength of relationship among independent and dependent variables. According to Cohen [Cohen, 1988] the strength of relationship can be measured as follows; weak relationship when Pearson Correlation coefficient,  $r = .10$  to  $.29$ , moderate relationship when  $r = .30$  to  $.49$  and strong relationship when  $r = .50$  to  $1.0$ . in addition to that the + or – sign indicate the nature of relationship. The next thing that needs to consider in correlation analysis is statistically significance. At there, Sig value [P] should be less than significance level [ $P < 0.01$ ].

Tab. 2. Results of correlation analysis

	Organiza- tional Com- mitment	Work-life Balance	Leadership	Rewards	Trust
Organiza- tional Com- mitment	1				
Work-life Bal- ance	.582**	1			
Leadership	.520**	.520**	1		
Rewards	.598**	.616**	.606**	1	
Trust	.661**	.689**	.694**	.767**	1

Source: survey data 2022.

According to the correlation matrix that generated based on the research data, all independent variables show strong positive significant correlation with organizational commitment. The correlation between the organizational commitment and

work-life balance was statistically significant at the 0.01 level with a Pearson correlation coefficient [r] of +0.582 since Significance [P] 2-tailed 0.000 [r = 0.582, P<0.01]. The Pearson correlation coefficient for trust shows +0.661 by proving there is a strong positive relationship between trust and organizational commitment at 0.01 significance level shows statistically significant of this relationship when Sig.2 tailed 0.000 [r = 0.661, P<0.01]. In addition, Pearson correlation coefficient for leadership possess +0.520 and it was significant at 0.01 level when Sig.2 tailed 0.000 [r = 0.520, P<0.01]. The strong positive correlation between rewards and organizational commitment at 0.01 statistical significance level was identified due to the Pearson correlation coefficient was +0.598 when Sig.2 tailed 0.000 [r = 0.598, P<0.01].

## **9.2. Measurement model**

The analysis was conducted in two stages, examining the measurement and structural models. The structural model explores the relationships between independent and dependent latent variables, while the measurement model examines the relationships between latent variables and their observed indicators.

To begin, the measurement model is assessed to confirm the reliability and validity of the outer model, including the constructs and their dimensions. Initially, all indicators are included in the analysis to test the measurement model. It is observed that all factor loadings in Table 3 are greater than 0.4. However, it is noted that factor loadings between 0.4 and 0.7 can be removed to enhance questionnaire reliability, as suggested by Hair et al. [2019]. Therefore, the remaining factor loadings in the table are not contributing significantly to the questionnaire's reliability.

Furthermore, all constructs exhibit reliability, as indicated by Cronbach's alpha and composite reliability values greater than 0.7. Convergent validity is also established, as the average variance extracted for all constructs exceeds 0.5, following the criteria proposed by Fornell and Larcker [1981].

Discriminant validity is then assessed using the Fornell-Larcker criterion and HTMT ratio. According to the Fornell-Larcker criterion, the square root of the average variance extracted for each construct should be higher than its highest correlation with other constructs. The HTMT criterion states that the values should be below the threshold of 0.9. The results from the cross-loading analysis support these criteria, ultimately establishing discriminant validity.

**Tab. 3.** Validity and reliability of questionnaire

	<b>LQ</b>	<b>Cronbach's alpha</b>	<b>Composite reliability</b>	<b>Average variance extracted [AVE]</b>
LQ1	0.7	0.878	0.902	0.508
LQ10	0.668			
LQ2	0.793			
LQ3	0.757			
LQ4	0.635			
LQ5	0.658			
LQ6	0.701			
LQ7	0.693			
LQ9	0.79			
OCQ10	0.811	0.607	0.791	0.558
OCQ11	0.69			
OCQ3	0.735			
RQ2	0.66	0.859	0.89	0.506
RQ3	0.647			
RQ4	0.768			
RQ5	0.796			
RQ6	0.815			
RQ7	0.713			
RQ8	0.64			
RQ9	0.624			
TQ10	0.629	0.911	0.926	0.513
TQ11	0.802			
TQ12	0.588			
TQ13	0.634			
TQ14	0.678			
TQ15	0.738			
TQ4	0.559			
TQ5	0.734			
TQ6	0.823			
TQ7	0.8			
TQ8	0.789			

	<b>LQ</b>	<b>Cronbach's alpha</b>	<b>Composite reliability</b>	<b>Average variance extracted [AVE]</b>
TQ9	0.755			
WLBQ5	0.702	0.598	0.783	0.547
WLBQ7	0.721			
WLBQ8	0.792			

Source: own elaboration.

**Tab. 1a.** Discriminant validity - fornell larcker criterion

	<b>LQ</b>	<b>OCQ</b>	<b>RQ</b>	<b>TQ</b>	<b>WLBQ</b>
LQ	0.712				
OCQ	0.516	0.747			
RQ	0.662	0.57	0.711		
TQ	0.664	0.563	0.763	0.716	
WLBQ	0.452	0.524	0.599	0.622	0.739

Note: The diagonal in bold is the square root of average variance extracted [AVE]

Source: own elaboration.

**Tab. 2b.** Discriminant validity- HTMT ratio

	<b>LQ</b>	<b>OCQ</b>	<b>RQ</b>	<b>TQ</b>
OCQ	0.681			
RQ	0.738	0.765		
TQ	0.736	0.732	0.85	
WLBQ	0.579	0.828	0.816	0.826

Source: own elaboration.

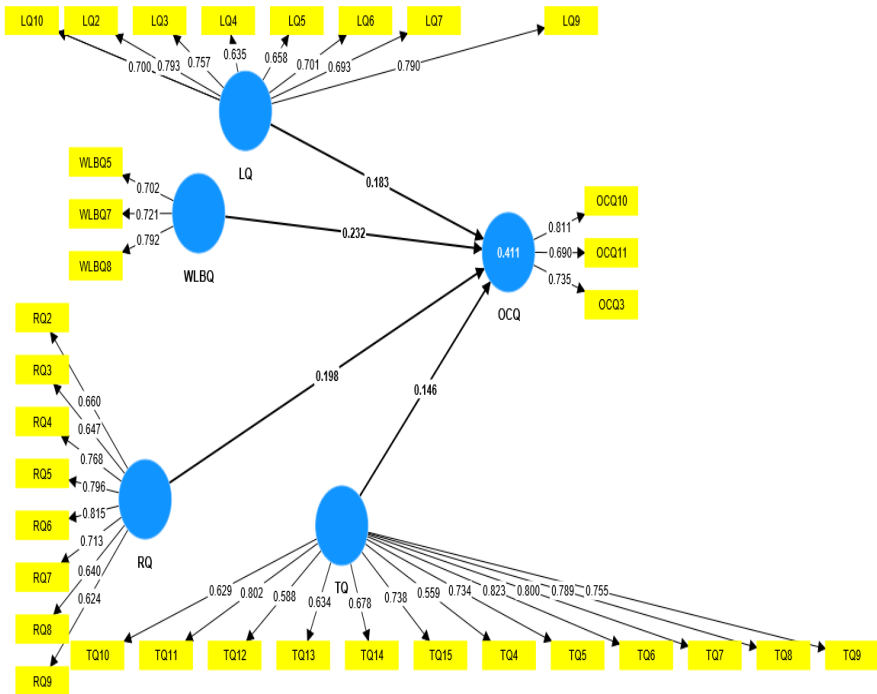


Fig. 2. Structural model

Source: own elaboration.

Figure 4 illustrates the structural model. The first step involved evaluating the model for multicollinearity by using the Variance Inflation Factor (VIF). In Partial Least Squares-Structural Equation Modeling, a VIF value of 5 or higher indicates potential collinearity issues (Hair et al., 2019). In this study, all constructs had VIF values below 5, indicating the absence of multicollinearity (refer to table 1 - Structural Model Results).

Next, path coefficients were estimated using the Bootstrap resampling approach to assess the significance of direct paths and determine standard errors (Hair et al., 2011). The coefficient of determination (R2 value) for the direct effects of leadership, reward, training, and work-life balance on organizational commitment was 0.411. As the R2 values exceeded the threshold of 0.10, it supported the model's predictive power within the sample (Falk & Miller, 1992). Additionally, effect sizes were examined to determine the contribution of predicting (exogenous) variables to the R2 value of the endogenous variable. It was found that all variables had a negligible effect on organizational commitment.

The results of the hypotheses tests are presented in Figure 4 and Table 5 Panel B. Figure 4 displays the path coefficients represented by the arrows connecting leadership, rewards, training, work-life balance, and organizational commitment. Detailed results are provided in Table 5, Panel B. Hypotheses 1, 2, and 3 suggested that leadership, rewards, and training would increase organizational commitment. However, this study did not support Hypotheses 1, 2, and 3. Hypothesis 4 posited that work-life balance would enhance job performance. Hypothesis 4 was fully supported, as employee engagement positively influenced organizational commitment ( $\beta = 0.232$ ,  $t = 2.112$ ,  $p < 0.05$ ).

**Tab. 3.** Structural model results

Panel A		
	R2	F Squared
LQ		0.028
RQ		0.024
TQ		0.012
WLBQ		0.053
OCQ	0.411	

Panel B				
Path Coefficients	$\beta$	t-statistic	P Value	Support
LQ -> OCQ	0.183	1.86	0.063	No
RQ -> OCQ	0.198	1.855	0.064	No
TQ -> OCQ	0.146	1.124	0.261	No
WLBQ -> OCQ	0.232	2.112	0.035	Yes

Source: own elaboration.

The current study was conducted to identify factors affecting organizational commitment of blue collar and supervisory level employees who working in coconut-based product manufacturing and exporting organizations with special reference to the ABC Company LTD. Mainly Work-life balance, Leadership, Trust and Rewards were selected as influencing factors after the literature study and the findings of this study supports to accept hypotheses that 1] There is an impact of work-life balance on organizational commitment. 2] There is an impact of leadership on organizational commitment. 3] There is an impact of rewards on organizational commitment. 4] There is an impact of trust on organizational commitment. Furthermore,

correlation analysis tells all these independent variables have strong positive relationships with organizational commitment [ $0.5 < r < 1.0$ ]. In other words, according to this study the increment of work-life balance, rewards, leadership and trust cause to increase the organizational commitment of employee. However, the regression analysis indicated only work-life balance and trust was statistically significant predictors for explain the variation on organizational commitment. Even though leadership and rewards show positive relationships with organizational commitment, their regression coefficients were not statistically significant. In addition to that there was not difference in commitment between male and female employees.

As support for previous studies like Meyer & Allen and Gulbahar [2006] which revealed work - life balance increase the organizational commitment of employee, results of the multiple regression analysis in current study also shows organizational commitment have significant positive relationship with work-life balance of employee as well it is a significant predictor for explain the variation in organizational commitment. Current study finding about the nature of relationship with leadership and commitment was suggested as a positive correlation among these two variables. This is in line with impressive amount previous research supported to positive link between leadership and commitment [Avolio et al., 2004; Dunn et al., 2012]. Similarly, [Stum, 1999] indicates positive direct correlation between leadership and organizational commitment. Even though leadership shows positive relationship with commitment, according to the results of multiple regression analysis, leadership is not a statistically significant predictor of organizational commitment.

## **Conclusion**

The research results indicate that work-life balance has strong positive relationships with organizational commitment. This implies that greater work-life balance has a direct impact on the company's increased organizational commitment. Furthermore, this study found that there is no relationship between leadership, rewards, trust and organizational commitment at ABC organisation.

The findings implicate, that managers must give higher consideration to enhance organizational commitment providing better work-life balance opportunities for employees. In particular, if there is overtime, the employer must schedule the employee's time at work to allow workers to balance work and family obligations.

This nomological network/conceptual framework tested in one organization. This can be tested in other organizations or in other sectors such as banking, travel and tourism and education etc.



## ORCID iD

Manoj Dilshan: <https://orcid.org/0009-0000-5468-6261>

Anuradha Iddagoda: <https://orcid.org/0000-0003-2586-430X>

Hiranya Dissanayake <https://orcid.org/0000-0002-4963-5125>

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## **Zaangażowanie organizacyjne i jego zróżnicowanie: studium wybranej organizacji**

### **Streszczenie**

Zaangażowanie organizacyjne to więź między pracownikiem a organizacją. Zaangażowanie organizacyjne stanowi główną zmienną, a nagrody, zaufanie, przywództwo i równowaga między pracą a życiem są czynnikami wpływającymi na nią. Celem artykułu jest wypełnienie luki badawczej, która dotyczy braku empirycznych dowodów na związek między zaangażowaniem organizacyjnym, równowagą między pracą a życiem, zaufaniem, przywództwem i nagrodami w ramach koncepcyjnego modelu w organizacji ABC. Przeprowadzono badanie ilościowe. Wielkość próby wynosiła 120 osób, które były szeregowymi pracownikami wybranej organizacji. Dane zebrano za pomocą samodzielnego kwestionariusza. Przeprowadzono badanie przekrojowe minimalnie ingerując w badane środowisko. Wyniki wskazują, że równowaga między pracą a życiem ma wpływ na zaangażowanie organizacyjne.

### **Słowa kluczowe**

zaangażowanie organizacyjne, nagrody, zaufanie, przywództwo, równowaga między życiem zawodowym a prywatnym