



EFFECTS OF JOB INVOLVEMENT ON ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES OF FINANCIAL INSTITUTIONS IN BATTICALOA.

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ABSTRACT

Highly competitive work environments, particularly in service industries that rely heavily on human resources, demand a committed and dedicated workforce. Such workforce can be achieved through effective management of organizational behavior variables. In that light, the current study aims to investigate the effects of Job Involvement on Organizational Commitment in financial institutions. Specifically, it analyses the level of these variables, as well as the relationship and impact between Job Involvement and Organizational commitment. This descriptive study uses a structured questionnaire for data collection, consisting of closed-ended statements. This study uses ordinal measures called Likert's Five-Point Rating scales, and the study population consists of employees from four types of financial institutions in Batticaloa District. Applying the simple random sampling technique, this study issued 200 questionnaires and received back 63% duly completed questionnaires. SPSS (26.0) Package was used to extract findings through descriptive, correlation and regression analysis. Findings concluded that Job Involvement (Mean: 3.5603) and Organizational Commitment (Mean: 4.0522) are at a high level and these variables are positively correlated ($R = 0.647$). Further, 41.9% of the variability in organizational commitment was accounted by job involvement. This study validates that Job Involvement has a significant effect on Organizational Commitment. Thus, improving job involvement within organizations can significantly enhance employee commitment. Maintaining a highly committed workforce fosters numerous positive work behaviors among employees, which in turn increases productivity and leads to organizational success. As financial institutions operate in a highly competitive environment, the recommendations provided to increase commitment and involvement are expected to be particularly effective. The findings also contribute to existing literature and help fill gaps in research in the Sri Lankan context.

Keywords: Job Involvement, Organizational Commitment, Human Resource Management, Financial Institutions

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1. Introduction

Today's world is moving through global competition and organizations set high expectations on their employees to achieve sustainable development. To stay competitive across industries, the world relies on technological tools and advancements. However, despite being driven by technology, human expertise remains essential in every sector. Human resource is organization's most valued assets (Goswami, A. 2018) and their contribution to organizational success is undeniable. Achieving organizational success depends on various factors such as organizational performance, sustainable development, market growth, decision making, strategy development, customer and supplier relationship management etc. To meet these demands, organizations should maintain a strong workforce.

An organization's productivity and performance depend on its employees, who work in the background for organizational growth. To bravely face the market situations, organizations must prepare their employees to face the real competition that exists in the market. Therefore, when recruiting their employees for every position, organizations place much more effort into identifying maximum perfect match for positions they are seeking. Even after talent acquisition, organizations offer many opportunities to develop their staff to face the competitive world without neglecting their employees. That can boost employees' skills further and at the same time inspire positive job attitudes such as job satisfaction, job engagement, job involvement, organizational commitment and organizational citizenship behavior among employees. Researcher Arvind Goswami (2018) states, "When opportunities for growth and enhancement of skills are available, people will be stimulated to give their best, leading to greater job satisfaction and organizational effectiveness". Ultimately, this can be a massive support for organizational success.

At the same time, the organizational environment faces negative job behaviors such as turnover intention, absenteeism and lack of participation from employees. After investing much in developing a skilled workforce, losing employees to their competitors can be a significant loss to the organization. As employees who possess skills, expertise and experience are valuable assets, organizations offer various benefits to retain their employees in the organization. However, offering a convenient and comfortable work environment is equally vital for employees to perform their duties effectively. So, organizations need to take measures to retain their employees by providing an upgraded work environment.

Problem Statement

Human behavior is hard to study because every person is different. It can't be compared to any other asset directly or indirectly because it has its own merits. Due to the significant impact of human resources, globally, a variety of research has been conducted in the human resource field, each adding fresh contributions and extending its scope to a new level. Despite being widely studied, key variables like Job satisfaction, Organizational Commitment, Organizational citizenship behaviors, Job engagement, and Job involvement continue to draw attention.

On the other hand, finance sector is one prominent and competitive sector with increasing demand. A highly committed workforce is needed to achieve success in these types of organizations, which operate under high competition. Hence, these types of organizations pay more attention to positive job attitudes like organizational commitment. Organizational commitment is defined by Porter et al. (1974) as "the relative strength of an individual's identification with and involvement in a particular organization". Meyer and Allen (1991) argued that commitment, as a psychological state, has at least three separable components reflecting a desire, a need and an obligation to maintain employment in an organization. In simple words, it can be stated as a bond employees experience with their organization. Commitment leads to increasing productivity, satisfaction, loyalty, and performance, reducing turnover intention and

maintaining low rate of absenteeism. At the same time, it is also influenced by many variables such as satisfaction, job involvement, stress level, pay and benefits, job engagement etc.

Job involvement is a psychological connection with a job. It's about how employee relate and actively participate in their work (Utomo et al, 2025). Job Involvement is defined by Kanungo (1982) as a psychological identification with one's job. This is not as same as organizational commitment nor job satisfaction; it is deeper and about how much a job defines a person. Job involvement significantly impacts organizational effectiveness, satisfaction, motivation, commitment and performance. Thus, investigating job involvement and organizational commitment will offer significant insights to the organizations operating in competitive industries.

Several studies have identified the need for further research on organizational commitment and job involvement. Hngoi et al. (2024), outlined identifying lack of research examining the relationship between JI, POS, JIS and OC. Jeevan et al. (2020) suggested to studying Job involvement and organizational commitment in different sectors. However, even if the researches investigating both job involvement and organizational commitment exist, most of these studies have been carried out in different countries based on different sectors. As well, only limited number of researchers have studied effects of job involvement on organizational commitment in Sri Lankan context and its unclear such research performed on financial institution employees. This study addresses this as an issue and tries to fill that gap with this investigation. Hence, this study tries to explores **'the effects of job involvement on organizational commitment'**.

Research Objectives

- To measure the level of job involvement and organizational commitment in selected financial institutions, individually.
- To investigate the relationship between job involvement and organizational commitment.
- To find out the impact of job involvement on organizational commitment.

Research Questions

- What is the level of job involvement and organizational commitment in selected financial institutions individually?
- What is the relationship between Job involvement and organizational commitment?
- To which extent does Job Involvement have effect on Organizational Commitment?

2. Literature review

Human Resource

In today's competitive and rapidly evolving business environment, under constant pressure to achieve success, ensure sustainability, and maximize profitability. Even though the technological advancements have significantly transformed the working patterns, the role of human resource is irrefutable. Human resource management helps to achieve organizational goals by proper management of employees and it is crucial to business success (Goswami, 2018). From the production to the service sector, human involvement continues to be a vital element in organizational functioning.

Today's world is occupied with high competition and facing many challenges to sustain in the market. Thus, organization has highly depended on their employees. Understanding human behavior is crucial in organizational setting because it has its impact on individual and organizational performance. Human is complex and different from each other, still it enables organizations to better manage their employees and achieve organizations objectives. Therefore, HRM, more than a connection between human and organization. It is vital for facing market competition and to achieve long term sustainability.

Achieving sustainability is especially challenging given that organizational environment is a mix of both positive and negative influences. As a result, Organizations need to strategize how to manage human resources effectively. In this context, the study of job attitudes has become more prominent, with each offering distinct perspective while being equally significant in understanding human behavior.

For example, Job satisfaction reflects how a satisfied workforce representing a positive outcome from one's job experience (Locke, 1976); Organizational Commitment describes the extent to which an employee feels loyal and committed to their organization (Al-Aameri, 2000). Likewise, another important variable is organizational performance, which helps to determine the firm's overall standing. Organizational citizenship behavior refers to employees performing their tasks in an effective and efficient manner, while also being willing to do more than the job requirement for the betterment of the organization without expecting any complement in return (Bateman and Organ 1983; Jahangir, Akbar, & Haq, 2004; Tang, 2008).

Job involvement says about how much employees are involved in work tasks. Kanungo (1982) defined job involvement as an individual's psychological identification with their job. Job involvement and organizational commitment reduce job withdrawal and turnover (Blau and Boal 1989). Job engagement is the employee's readiness to add value to the organization through their efforts (Kaushik & Tiwari 2023). It suggests how employees are engaged in organizational activities. Training and development positively influence performance (Andrews et al., 2013). Experience is another factor that gives wisdom to the employees and makes decision making and their job easy. Likewise, each variable has its own impact, contributing to organizations to derive various benefits.

At the same time, negative influential variables such as high competition, stress, etc., also exist and those reduce organizational performance. Negative HR outcomes such as employee turnover and absenteeism could pose a threat to organization's investment in its employees. As organizations are reluctant to lose their valuable employees, they focus on developing positive job attitudes that equally support to retain employees and achieving organizational success.

Job Involvement

One of the prominent variables contributing to organizational success is Job involvement (Abdallah et al. 2017). The concept of job involvement was introduced by Lodahl and Kejner in 1965 where they defined it as "the level to which an employee is identified psychologically with his job or the importance of the job in his total self-image". (Lodahl and Kejner, 1965 as cited in Abdallah et. al., 2017, Praveen, R., 2024). Job involvement is about employee's active participation in their job role and their feeling towards self-worth (Utomo et al., 2025). For the smooth functioning of organizations, it is important to have job involvement (Nafei, 2014, as cited in Zeira, 1974).

Job involvement has correlated with numerous key job attitudes. It influences motivation, performance, job satisfaction, commitment, productivity, work culture and so on (Praveen, 2024; Brown & Leigh, 1996). Highly involved employees found to have high level of satisfaction (Karan & Rahman, 2014). Job involvement also has its effects in increasing productivity, commitment (Emami, 2012, Praveen, 2024; Utomo et al, 2025), and organizational citizenship behavior (Ueda, 2011). Similarly, Job involvement helps to reduce absenteeism and turnover intention (Utomo et al, 2025; Brown,1996). On the flip side, lower level of job involvement causes disengagement, reduced morale, and higher turnover rates (Praveen, 2024).

According to the study result of Praveena, (2016), moderate level of job involvement identified among non-managerial level employees of the Ceylon Electricity Board, Sri Lanka. Level of job involvement

can be varied for many reasons. For example, Job involvement will be high with positive work environment settings (Brown, 1996, Abdallah et al., 2017). There is a linkage between psychological climate and job involvement with work performance (Brown & Leigh, 1996). Employees perception about work environment effects the involvement and performance. Different variables and measurements were used by previous researchers to measure Job Involvement. Hnogi, et al. (2024); Abdallah, et al. (2017); Brooke & Russell & Price (1988) has used the measures developed by Kanungo (1982); this is a widely used instrument. The study of Utomo et al. (2025) measures Job involvement using variables active participation in work, work as important and work as self-esteem, referred from research of Sugiharjo, Purbasari, Parashakti & Prastia (2021), and Sari and Amri, (2022). Praveen (2024) uses job involvement questionnaire constructed by Ashok Pratap Singh (1989). Jackinda and Judith (2016) used 5 statements to measure job involvement in their study. To measure job involvement Singh & Gupta (2015), used the Allen and Meyer (1991) organizational commitment questionnaire, modifying the wordings of it.

However, Job involvement can help organizations to enrich the involvement of their staff through well managed practices. Thus, investigating Job Involvement will have significant benefits to organizations.

Organizational Commitment

Organizational Commitment is one of the widely studied variables. It is very vital to the survival of many organizations (Emami 2012 as cited in Koys, 2001). According to Mowday, Steers and Porter (1978), commitment being solid predictor for certain variables, being appealing to both managers and social scientists, and helping to comprehend the nature of more general psychological processes are some reasons for huge attention on this concept. Organizational Commitment can be known as feeling of dedication towards organization (Meyer & Allen, 1991; Chein as cited in Dyne et al, 1995). Mowday et al. (1979) defined organizational commitment as "active relationships with the organization such that individuals are willing to give something of themselves in order to contribute to the organization's well-being". As it is about an employees' dedication, commitment depends on how they get treated in their organizations; thus, management should put efforts into increasing the level of commitment among employees. (Utomo et al. 2025).

Organizational commitment is a boost that helps to bind staff with the organization. This variable is finest to shower many positive benefits such as lower absenteeism and turnover, increased productivity, performance, satisfaction, loyalty and many more positive work behaviors into organizations (Nafei, 2014; Al-Aameri, 2000; Mowday, Steers and Porter, 1978). Organizational commitment employs a direct and positive influence on service quality (Y.-C. Lo et al., 2024). Many studies have already studied the effects Organizational commitment on variables like Job satisfaction, job engagement, stress, performance, productivity etc. Organizational commitment not only influences many variables, but is also influenced by many. Some of the variables that influence organizational commitment include rotation, stress, motivation, training, leadership, role at organization, coworker's support, experience, satisfaction, involvement and engagement.

Previous researchers used different dimensions to measure organizational commitment. Tang (2008) Bushra, Usman, & Naveed (2011), as well Nafei (2014) have considered three component conception developed by Meyer and Allen (1991). Meyer and Allen (1991) stated that the varied definitions of commitment reflect three general themes and conceptualized commitment through three components called affective, continuance and normative commitment. Zeinabadia in 2010, included value commitment and commitment to stay. Another important measurement was developed by Porter et al (1974). Chang, Shih, Ho & Liang (2009) and Dixit & Bhati (2012) had identified measures of organizational commitment as Value Commitment, Effort Commitment and Retention Commitment

adapted from Porter et al. (1974). Given the approaches used to analyze this variable, the importance of commitment becomes clear. Thus, investigating organizational commitment will provide fruitful outcomes to the organization as well individuals.

Relationship between Job involvement and Organizational Commitment

Job involvement and Organizational Commitment are considered to have some similarities as both are related to employee identification with work experience; but job involvement is more related to identification with one's immediate work activities, while organizational commitment refers to one's attachment to the organization (Singh and Gupta, 2014). Study results of Brooke, Russell & Price (1988) provide evidence that respondents are being able to differentiate Job Involvement and Organizational Commitment. They defined job involvement as the degree to which they are absorbed in or preoccupied with their job, while explaining organizational commitment as the degree of attachment or loyalty they feel toward their employing organization (Brooke, Russell & Price, 1988). Both variables have recorded a positive influence on organization's positive human behaviors. Job involvement and affective organizational commitment had significantly positive correlations with all categories of organizational citizenship behavior (Ueda, 2011).

Many research results support the relationship between these variables. In the study of Emami (2012), job involvement and organizational commitment were found to be significant and positively correlated. Abdallah et al.'s (2017) study also vouches for the existence of a significant and positive effect of job involvement on organizational commitment. Haji et al. (2023) demonstrate the relationship between organizational and work participation. Significant prediction recorded on Job involvement and Organizational commitment; that is, Job involvement positively predicts Organizational commitment (Hngoi et al. 2024). The study of Lo et al. (2024) confirms the positive relationship between organizational commitment and job involvement. A high level of job involvement paves the way for greater commitment to the organization and conversely, low job involvement results in disengagement (Praveen, 2024). The findings of the study conducted in Sri Lanka by Jayarathne (2022) also proved that job involvement has a significant positive impact on organizational commitment. Above study findings suggest that job involvement is positively related to organizational commitment.

3. Methodology

As per the conceptual model, Job involvement is an independent variable and organizational commitment is a dependent variable. This study intends to explore the relationship and impact of Job involvement on organizational commitment.

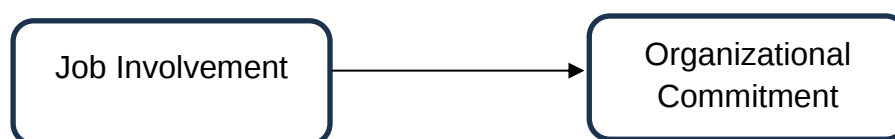


Figure 1: Conceptual framework

(Source: Developed for study)

Study Design

This quantitative study employs cross-sectional analysis to collect data. This study uses both primary and secondary data. This study mainly depends on primary data and uses a survey to collect data. Meanwhile, uses secondary data from books, publications, journal articles, e-sources, previously conducted research and reports, and other relevant documents to provide theoretical support for the

study. The geographical boundary for the research study is Batticaloa District. Thus, the study population of this study considers the employees from four types of financial institutions: banks, leasing companies, finance companies and micro finance companies in Batticaloa for this study. While financial institutions as a whole are diverse, employees in these four selected financial institutions often have a similar educational background, job functions, and professional skills related to finance, risk management, customer service, and sales. Compared to other types of financial institutions, these are more relevant to study employee-related outcomes in core financial service sectors by focus and set of responsibilities. Research employs a simple random sampling technique and a structured questionnaire with closed-ended statements were circulated among staff members, intending to collect 200 samples. The questionnaire used in this study was developed by combining items from existing, validated instruments. Items related to Job Involvement were adopted from Jackinda & Judith, 2016 (n = 5 items), while items for Organizational commitment were taken from Chang, Shih, Ho & Liang, 2009 (n = 12 items). Minor modifications were made to fit the context of this study, such as wording adjustments or changes in terminology. All items were measured using a 5-point Likert scale, ranging from "Strongly disagree" to "Strongly agree". Among 200 questionnaires, 126 properly completed questionnaires returned; that is 63% of response rate which suggest good. According to Mugenda and Mugenda (2003) a response rate of 50 percent is adequate, a response rate of 60 percent is good, and a response rate of 70 percent is very good. Data analysis of this study done using Statistical Package for Social Science (SPSS – Version 26.0) package. The level of each variable was analyzed by analysis of mean and standard deviation. Relationship within variables analyzed through Correlations. And to analyze the impact of variables, regression analysis has been used. At the same time data will be presented by tables which are considered for decision making.

4. Results and discussion

Reliability and Validity

The closer cronbach's alpha is to 1, the higher the internal consistency reliability. In general, reliabilities less than 0.60 are considered to be poor, those in the 0.70 range is acceptable, and those over 0.80 good.

Table 1: Reliability analysis

Variables	Cronbach's alpha
Job involvement	0.879
Organizational Commitment	0.953

(Source: Survey data)

The overall Cronbach's alpha coefficient was 0.949 with respect to 17 statements. Therefore, all items considered in this study are to be reliable, which suggests that the internal reliability of the instrument was satisfactory.

Validity refers to the degree to which a tool measures what it is intended to measure. This study employed bivariate correlation analysis to assess the validity of the items, using a sample size of 126 participants. Pearson correlation coefficients ranged from 0.538 to 0.859, indicating moderate to strong positive correlations between individual item scores and the total score. All correlation values were statistically significant at $p < 0.001$, demonstrating that each item is closely aligned with the overall construct being measured. These findings support the construct validity of the instrument.

Personal information

Descriptive statistical analysis was run on respondents' demographic variables. The results are shown in Table 2.

Table 2: Demographic Information

Demographic Profile		Frequencies	Percentages (%)
Financial Institution Type	Banks	75	59.5%
	Leasing Companies	17	13.5%
	Finance Companies	29	23.0%
	Micro Finance	05	4.0%
Age groups	21 – 30 Years	61	48.4%
	31 – 40 Years	58	46.0%
	41 – 50 Years	05	5.0%
	Over 50 Years	02	2.0%
Gender	Male	86	68.3%
	Female	40	31.7%
Civil Status	Single	48	38.1%
	Married	78	61.9%
Educational Qualification	Advanced Level	40	31.7%
	Graduate	56	44.4%
	Masters/ Professional	30	23.8%
Working experience	Less than 03 Years	42	33.3%
	03 to 07 Years	39	31.0%
	07 to 10 Years	24	19.0%
	More than 10 Years	21	16.7%

(Source: Survey data)

Table 2 exhibits that the majority of the samples are from banks with 59.5%, 13.5% are from leasing companies, 23% are Finance company's employees and 4% are from Micro finance companies. 48% of respondents are aged between 21 to 30. The second largest majority of 46% of respondents, belongs to the 31 to 40 year age group. This means that more than 90% of the respondents are below 40 years of age. The sample comprises 86 males and 40 females. Approximately, 62% of the sample is married. 44.4% of graduates and 23.8% of master's or professional qualification holders are included in the sample. Data collection sample includes 33.3% of employees with less the 03 years of experience, 31% with 03 to 07 years' experience, 19% with 07 to 10 years and the rest have more than 10 years of experience.

Objective one: Level of the variables

Table 3: Decision Criteria

Range	Decision attributes.
$1 \leq X_i \leq 2.5$	Low level
$2.5 < X_i \leq 3.5$	Moderate level

3.5 < X_i ≤ 5.0	High level
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X_i = Mean of the data

(Source: Developed for this study)

Table 4: Level of the variables

Variables	Mean	Std. Deviation
Job Involvement	3.5603	0.8523
Organizational Commitment	4.0522	0.7797

(Source: Survey data)

This study recorded a high level of Job involvement (Mean value: 3.5603) among financial institution employees who work in Batticaloa. As well, there is a high level of Organizational Commitment in Batticaloa District with a mean value of 4.05. In addition to this, most of the employees have a common opinion regarding the Job involvement (Standard Deviation = 0.852) and Organizational Commitment (Standard Deviation = 0.780).

Objective Two: Relationship between Job Involvement and Organizational Commitment

Table 5: Decision Attributes

Correlation of coefficient Range	Strength of correlation
0.00 – 0.30	Weak
0.31 – 0.50	Moderate
0.51 – 0.80	Strong
0.81 – 1.0	Very Strong

(Source: Nangolo. C., Musingwini C. 2011)

Pearson Correlation Analysis was used to identify the relationship between the variables. The results are shown in Table 6.

Table 6: Correlations

Correlations			
		Job Involvement	Organizational Commitment
Job Involvement	Pearson Correlation	1	.647**
	Sig. (2-tailed)		.000
	N	126	126
**. Correlation is significant at the 0.01 level (2-tailed).			

(Source: Survey data)

Table 6 exhibits the coefficient of correlation (r) of 'Job involvement and Organizational is 0.647 with significance at the 0.000 level. As the p-value is less than 0.01, it indicates correlations were significant. In addition to that, "R" is positive and in the range of 0.51 – 0.80. It concludes, there is a strong positive relationship between 'Job involvement and 'Organizational commitment'.

Objective Three: Impact of Job involvement on Organizational commitment

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.647 ^a	.419	.414	.5967100
a. Predictors: (Constant), Job Involvement				

(Source: Survey data)

The model summary results show that, correlation coefficient between Job Involvement and Organizational Commitment is (R) 0.647. There is a strong positive correlation reported between these two variables. R square value is 0.419; this concludes that 41.9% of the variability in organizational commitment is accounted by job involvement, while the rest of the variance of organizational commitment is affected by other variables.

Table 8: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.944	.229		8.483	.000
	Job Involvement	.592	.063	.647	9.455	.000

a. Dependent Variable: Organizational Commitment

(Source: Survey data)

The coefficient result shows a significant positive influence of Job involvement on Organizational commitment. The β -coefficient of Job involvement 0.592, shows that every unit of increase in Job involvement increases organizational commitment by 0.592.

Therefore, the regression equation model is as follows:

$$\text{Organizational Commitment} = 1.944 + 0.592 (\text{Job Involvement})$$

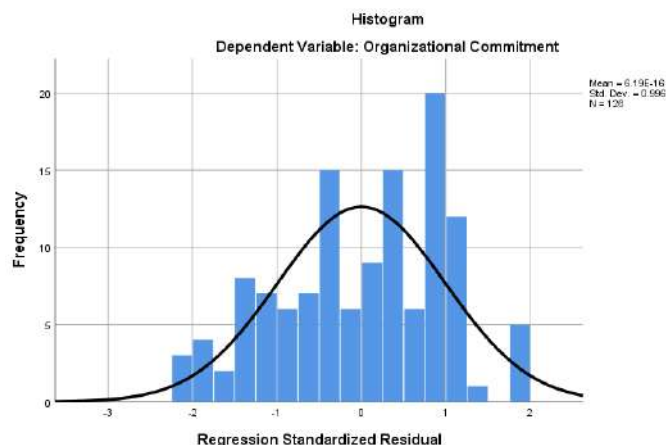


Figure 2: Histogram
(Source: Survey Data)

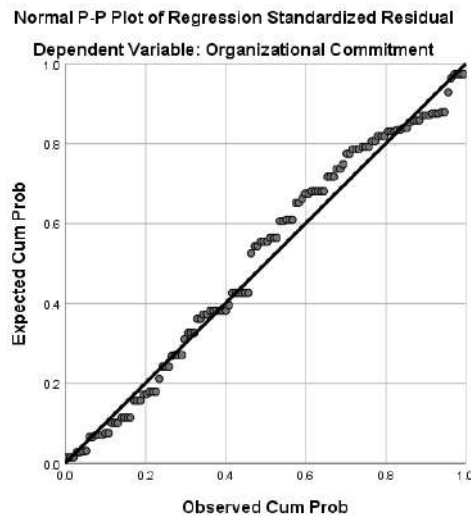


Figure 3: Normal P-P Plot of Regression Standardized Residual
(Source: Survey Data)

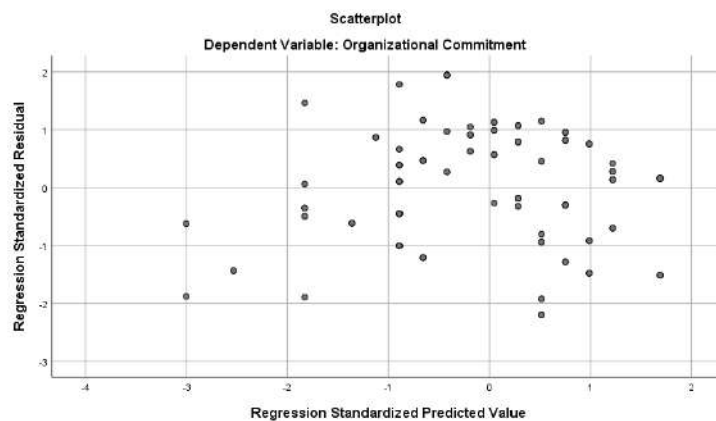


Figure 4: Scatterplot
(Source: Survey Data)

The regression diagnostics, including a normally distributed histogram, a P–P plot with points closely aligned to the diagonal, and a residual scatterplot showing no visible patterns, indicate that the assumptions of linearity, normality, and homoscedasticity are satisfactorily met, supporting the validity of the regression model.

Discussion

The primary aim of this study is to explore the effects of Job Involvement on Organizational Commitment in financial institutions. This study specifically investigates the level, relationship and impact between Job Involvement and Organizational commitment. According to the results, both Job Involvement and Organizational Commitment in high level and there is a significant and positive relationship between them. The findings also indicate that Job involvement has a favorable impact on Organizational Commitment.

Research findings from this study are in line with the former research findings that conducted on different countries and different sectors. Study of Brooke, Russell, and Price (1988) on employees of Veterans Administration Medical Center replicates the positive findings on job involvement and organizational commitment. Also, the findings have added support to the study conducted in Indonesia

by Utomo et al. (2025) that found a significant and positive influence of job involvement to organizational commitment. Haji et al.'s (2023) findings concluded that work participation has a favorable direct influence on organizational commitment and Organizational commitment will rise as job participation improves. Emami's (2012) research conducted in South Africa also found a significant positive association between job involvement and organizational commitment. Similar results were received from Abdallah et al.'s (2017) study conducted on the banking sector in Jordan and Hngoi et al.'s (2024) study on the Malaysian private sector, too and all vouch for a favorable relationship of job involvement and organizational commitment.

In sum, it is crystal clear that despite the geographical and sectoral differences, highly involved employees are showing high commitment toward their organizations. As Organizations are searching for mechanisms to increase the commitment level of employees in organizations, they can consider increasing the job involvement of their employees as one mechanism.

Although this study found a significant positive relationship between job involvement and organizational commitment, some limitations and alternative explanations need to be considered. This study was conducted at a single point of time and the data were collected within a limited period, so the results might change if measured at different times. It is also possible that employees who are already committed to their organization are more likely to be involved in their jobs, rather than job involvement causing commitment. Other behavioral variables such as job satisfaction, employee engagement, and organizational culture could also influence both job involvement and commitment, which may have affected the results. This study focused only on financial institutions in the Batticaloa district, which limits its geographic and sectoral focus. Therefore, the results may differ in other regions or industries within Sri Lanka. Also, not all distributed questionnaires were returned, only 126 responses were received. So, using a larger sample size in future research could improve the accuracy and generalizability of the findings. Since organizational commitment can be influenced by many factors, studying only job involvement gives a narrow view. Future studies should include more variables, larger samples, and different regions to better understand this relationship.

5. Conclusions and Recommendations

In today's world, it is important to understand the importance of human resources and how challenging is to engage and retain talent in organizations. (Singh and Gupta 2014). In that line, this research intends to study two prominent variables, Job Involvement and Organizational Commitment and their influence. The present study was conducted on employees of financial institutions in Batticaloa district, Sri Lanka. According to the given setting, research findings say, employees are highly involved in job (Mean value: 3.5603) and committed to their organization (Mean value: 4.05). Also, the results further proved that there is a significant relationship between Job Involvement and Organizational commitment. In detail, the R value of 0.674 confirms the strong positive correlation between Job involvement and Organizational commitment. In addition to that, according to the regression results, the β -coefficient of Job involvement is 0.592; it certifies a strong positive impact of job involvement on organizational commitment. These results are similar to the previous studies and reconfirm the relationship and impact on variables.

Hence, managers can use Job involvement as a tool to enhance the Organizational commitment of their employees. Job involvement not only affects the commitment but also influences many prominent variables such as employee motivation, performance and job satisfaction (Praveen, 2024). Thus, increasing Job involvement in organizations can attain fruitful outcomes. However, according to the results, the level of job involvement seems to be high with 3.56, but actually, it is on its border with just

a slight increase. Thus, managers need to provide more attention to increasing the involvement among staff in Batticaloa to enjoy the complete benefits.

To increase Job Involvement, institutions can show more concentration towards job involvement-related practices. Job security is one factor, helps employees to be more involved in the job as it provides steady employment. As per the study results, those who have agreed and highly agree to have steady employment are highly committed to the organization. Meanwhile, absenteeism is another important factor that helps to measure the involvement of employees. The majority of committed employees didn't agree with the absenteeism. Organizations can use this as a mechanism to monitor their employees and make sure that their employees are not disappointed in their organizations. Continues and high absent rate is a sign of a lack of responsibility, satisfaction and commitment. Hence, it is always better to ensure that their employees are not going out of their way, because those who accept absenteeism in the work setting are found to have low involvement and commitment levels.

Institutions have to understand that employees are different from each other and they may have different levels and extent of involvement and still be more committed toward the organization. Thus, employers' motivation, assigning interesting tasks and providing platforms for engaging staff in to job is important. That can help employees develop a deep bond with the organization. The more employees are involved they will experience more sense of self-worth and value. An increase in self-esteem will also influence their productivity and performance. Altogether, by effectively managing job involvement, organizations can achieve organizational commitment.

According to the study results, only 41.9% of the variability in organizational commitment is explained by job involvement. Thus, managers can use Job Involvement to have a significant impact on the commitment level. At the same time, the rest of the 58.1% variance of organizational commitment is determined by other variables. Therefore, managers should focus not only on job involvement but also on other behavioral variables such as job satisfaction, employee engagement, stress level, motivation and support etc, to enhance the commitment of financial institution employees. Moreover, future research could extend the current understanding by identifying and examining additional variables that influence organizational commitment. Since, the study limited to Batticaloa district and financial institutions, it can be further expandable to other regions, relevant service sectors with an increased sample size.

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