

# **The Impact of Job Involvement on Organisational Commitment with Special Reference to the Branch Managers in Insurance Companies in Sri Lanka**

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## **INTRODUCTION**

In Sri Lanka, insurance companies contribute a lot to the country with island-wide branch network. The branch manager plays a leading role to uplift the branch in the field of insurance and therefore job involvement and commitment are important concepts for their performance. Literature shows that job involvement can be used for increasing productivity by enhancing the commitment. Therefore, organizational commitment is an outcome of the job involvement. Organizational commitment and job involvement towards organizational performance are being discussed within several years. The aspect of organizational commitment and job involvement are even more important since they are considered as the driving forces behind an organization's overall performance.

Today, with fast-developing technology and the increasing trend towards globalization traditional management views are changing rapidly. Although the usage of technology increases, the demand for human skills is still at a considerable level because employees have a high impact on organizations. The best way of increasing organizational performance is to increase the performance of the employees working in the organization. Organizational commitment is getting more attention, because it aims to improve the general performance of the organization, through increasing the involvement of each employee in organizational flows. Researchers have identified organizational commitment as both an antecedent and a consequence of any number of work-related variables (David et al, 2005). Organizational commitment is the subject of a number of organizational behaviour studies and is considered an important variable in understanding employee behaviours and attitudes.

Job involvement has been defined as an individual's psychological identification or commitment to his / her job (Kanungo, 1982). The construct of job involvement is somewhat similar to organizational commitment in that they are both concerned with an employee's identification with the work experience. However, the concepts differ, in that, job involvement is more closely associated with identification with one's immediate work activities whereas organizational commitment refers to one's attachment to the organization (Brown, 1996).

Committed managers are regarded as a vital source for the success of an organization. The concept of commitment in organizations has generated a great deal of interest. Job involvement and its outcomes such as job satisfaction, job commitment, and employee job performance are among the most studied areas in organizational behaviour and human resource management research. Job involvement is defined as the measure of the degree to which an employee is involved in his job and takes part in decision-making.

For years, research has focused on the positive implications of organizational commitment for organizations, in terms of work motivation, productivity, lower level of turnover intention and absenteeism. Therefore, many researchers identify organizational commitment as a desirable and powerful tool to bind employees to the organization and enhance the productivity and effectiveness of the organization. As cited by Rafiee (2015) Employees with high affective commitment survive in organizations, because they want to survive. Employees with continual strong commitment survive in the organization due to awareness from turnover costs and the people with high normative commitment survive in organizations, because they are obliged to survive.

People with high levels of job involvement tend to be satisfied with their jobs and highly committed to their careers, professions, and employing organizations (Brown, 1996). According to Khan et al (2015), Job involvement has been one of the most effective tools used for increasing employee productivity by enhancing employee participation and commitment. Job involvement is a highly personal state. It may be more about how individuals relate to their current jobs and less about their relationships with their employers. Based on the above facts this research is to explore the impact of job involvement towards Organizational commitment of the branch managers in Insurance companies.

### **Research Problem**

Individual performance ratings were found to prevent the development of strong organizational commitment (Furtmueller, 2011). All branch managers in insurance companies noted that they work in a competitive environment with a focus on individual sales as well as branch targets. Therefore it is worthwhile to study the impact of their job involvement on organizational commitment as literature showed that individual performance ratings avoid the strong organizational commitment.

Brown (1996) found that highly committed employees rarely think about changing employers. According to the information provided by annual reports of insurance companies in Sri Lanka, there is a considerable turnover ratio among branch managers. However, literature proved that lower commitment is one of the main reasons for high employee turnover. Therefore based on the above facts it is useful to study the impact of their job involvement.

Insurance companies tend to employ work and reinforcement systems such as pay and other compensation systems and scheduling systems to attract and retain experts. There is ample evidence showing that commission systems do little to stimulate high performance except on a temporary, short-term basis. But literature showed that high performance is an outcome of organizational commitment. Further people with high levels of job involvement tend to be satisfied with their jobs and highly committed to their careers, professions, and employing organizations (Brown, 1996).

By considering the individual sales targets vs. branch targets, turnover ratio and incentive compensation system researcher can prove the problem of organizational commitment among branch managers. Therefore in this study researcher attempts to analyse the impact of job involvement on organizational commitment in terms of affective commitment, continuance commitment and normative commitment with special reference to the branch managers in insurance companies in Sri Lanka.

### **Research Objectives**

Research objectives are;

- i. To analyze the impact of job involvement on organizational commitment of branch managers in insurance companies.
- ii. To analyze the impact of job involvement on the affective commitment of branch managers in insurance companies.
- iii. To analyze the impact of job involvement on continuance commitment of branch managers in insurance companies.
- iv. To analyze the impact of job involvement on the normative commitment of branch managers in insurance companies.

## **LITERATURE REVIEW**

### **Organizational Commitment**

The concept of organizational commitment has become a key subject of a lot of research; yet, no comprehensive definition that encompasses all disciplines has been provided. The primary reason for this is that researchers from other fields of study, such as sociology, social psychology, and organizational behaviour, have addressed the problem in their own fields of study. As a result, it is not surprising that the literature has a wide range of definitions of organizational commitment. Organizational Commitment refers to an employee's identification of a certain organization and its

aims, as well as his or her desire to remain a member of that organization (Robbins & Judge, 2013). Wood (1996) identifies organizational commitment as the degree to which a person strongly identifies with and feels a part of the organization. Meyer and Herscovitch (2001) propose that commitment is a force that ties an individual to a course of the conduct relevant to one or more aims is referred. Employees are theorized to experience this force in the form of three bases, or mindsets: affective, normative, and continuance, which reflect emotional ties, perceived obligation, and perceived sunk costs in relation to a target, respectively (Allen & Meyer, 1990).

Organizational commitment is the degree to which a person identifies with the organization and wishes to continue working for it. It is a measure of a worker's willingness to stay with the company in the future. It indicates the employee's conviction in the objective and goals of the employer's establishment, as well as his or her readiness to make an effort to attain them with the intention of continuing to work there (Singh & Pandey, 2004). There are several explanations and measurements of organizational commitment; a strong desire to remain a member of a certain organization; a readiness to expend high amounts of effort on behalf of the organization; and belief in and acceptance of the organization's values and aims (Tella et al., 2007). It is the individual's psychological condition that attaches them to the organization.

### **Consequences and Importance of Organizational Commitment**

Each component of commitment has its own behavioural consequences for the individual employee and the organization. Various research studies take place examining the outcomes of employee commitment. Meyer and Allen (1997) argue that the different components of commitment relate to different types of outcomes. Studies by Konovsky and Cropanzano (1991) have discovered a positive relationship between commitment and job performance. Employees with high organizational commitment spend more personal resources during the job for the organization and also remain with organization and will not remain in search of other employment (Bret et al, 1995). For years, research has focused on the positive implications of organizational commitment for organizations, i.e. organization citizenship behaviour (García-Cabrera & García-Soto, 2011; Lavelle, Brockner, et al., 2009), work motivation (Altindis, 2011; Kuvaass, 2006), productivity, lower level of turnover intention and absenteeism. As a result, many scientists consider organizational commitment to be a desired and strong instrument for tying individuals to the business and increasing productivity and effectiveness. Committed employees are said to have varying degrees of organizational and individual results, such as employee turnover, performance, and their decision to stay or leave an organization (Meyer & Allen,1997).

Organizational commitment is critical for organizations in order to retain skilled personnel. In terms of employee performance, there are some conflicting findings of the relationship between employee

performance and levels of commitment. Employees with strong organizational commitment invest more personal resources on the job for the organization, and they also stay with the company and do not look for other work. (Bret et al, 1995). Employees who are dissatisfied with their jobs see a danger to their job security and switch or quit their jobs; in this scenario, they are also less dedicated to the company for which they work. Therefore researchers are still interested in the results of organizational commitment (Davy et al,1991). A study conducted in a similar context found a positive relationship between job stress and organizational commits (Ziauddin et al, 2010). Meyer and Allen (1990) stated that there is a demonstrable influence of organizational commitment on employee work performance, regardless of position or type of the job. Increased commitment boosts morale, job satisfaction, professional competency, efficiency, and effectiveness (Punia, 2000).

### **Three-Component Model of Organizational Commitment**

Meyer and Allen (1997) explained that employees may keep an organizational attachment because they want to (affective commitment), because they feel they should (normative commitment), or because they have too much to lose by severing the connection (continuance commitment). Organizational commitment is commonly viewed as a three-dimensional construct comprised of emotional commitment, continuity commitment, and normative commitment. Meyer and Allen's three-component model of organizational commitment has become the mainstream paradigm for workplace commitment research. Each of these three commitments, emotional, continuous, and normative, is a distinct form of commitment felt at different degrees by all members of an organization (Meyer & Allen, 1997).

### **Affective Commitment**

Affective commitment displays commitment based on emotional links developed with the company, mainly via favourable work experiences. According to Morrow (1983), effective organizational commitment is more dependent on work features than personal traits; this indicates that it is less concerned with extrinsic elements and more concerned with internal factors. Affective commitment refers to an emotional relationship to the organization as well as a conviction in its worth. It is primarily concerned with the individual's emotional commitment to their company. As a result, being effectively committed implies that the employee is emotionally linked to, identifies with, and participates in the company.

Employees with affective commitment are more emotionally devoted to their organization, therefore strongly connecting with the company's aims, which lead to higher work satisfaction, openness to change, and a clearer corporate identity, all of which correlate with job performance. Previous studies show that occupational participation is related to effective commitment (Meyer et al., 2002). Meyer and Allen (1997) argued that employees with high affective commitment stay with the organization

because they want to. According to Meyer et al (2002) affective commitment is positively related to Job Involvement and therefore the affective commitment is predicted as job involvement.

Affective commitment refers to a worker's motivational attachment to, acknowledgement of, and engagement in the organization (Sabir et al., 2011). However, researchers frequently employ the affective component of organizational commitment in order to discover positive consequences for employees or organizations (Kuvaas, 2006; Yiing & Ahmad, 2009; Ariani, 2012). In another study Meyer et al, (1989) while referring to performance and commitment of first line managers found a positive relationship between affective commitment and job performance. A study conducted in a similar context found a positive relationship between job stress and affective commitment (Ziauddin et al, 2010). As a result, affectively committed personnel continue to work tirelessly on a volunteer basis.

### **Continuance Commitment**

Continuance commitment is recognition of the costs associated with the organization (Bodla & Naeem, 2008; Aydogdu & Asikgil, 2011). Meyer & Allen (1997), stated that workers whose major connection to the firm is based on continuous commitment remain because they are required to do so. According to Allen and Meyer (1990), the employee's continuous commitment is based on the investments he or she makes and the absence of job alternatives. When an employee has few options, he or she is afraid of losing his or her job and feels stuck in the organization (Vanderberghe et al., 2007). According to Mayer and Schoorman (1992), the basis for this commitment is economic, and the individual feels obligated to commit to the organization since quitting the group has considerable monetary, social, and psychological consequences. According to Newstorm and Davis (1993), the continuous commitment is the employees' view of the costs and hazards of leaving the current organization.

Continuance commitment shows commitment based on the anticipated consequences of leaving the organization, both economic and social. An employee remains with an organization because he believes the individual costs of leaving are as significant, such as when his age restricts his ability to obtain new employment (Singh & Pandey, 2004). Meyer and Allen (1996), claimed that workers whose primary relationship to the organization is based on continuous commitment stay because they have to. According to Allen and Meyer (1990), continuous commitment is predicated on employee investments and a lack of job alternatives. Continuance commitment, which Allen and Meyer established based on Becker's side bet theory (1960), is described as an individual's inclination to continue to work status that is produced by expenses that may be caused by an individual quitting an organization and a lack of alternatives (Chen & Francesco, 2003). Therefore continuance commitment ensures that employees retain their organizational membership.

### **Normative Commitment**

Normative commitment shows commitment based on perceived responsibility to the organization, such as norms of reciprocity (Allen & Meyer, 1997). Workers remain with an organization because they are pleased to have a job (Singh & Pandey, 2004). Normative commitment is a feeling associated with the need to continue serving (Bashir & Ramay, 2008). Allen and Meyer (1990) show that employees with higher normative commitment levels can help boost organizational effectiveness and reduce turnover intention. Normative is a moral and ethical responsibility to continue with the organization (Robbins, 1998). As a result, it shows a sense of duty to continue working. Employees that have a high level of normative commitment believe they should stay with the firm (Meyer & Allen, 1991).

It is a morale dimension based on a person's sense of obligation and responsibility to their employer (Newstrom & Davis 1997). The sort of duty felt in normative type commitment comprises a sense of ethical obligation rather than self-benefits. Employees who comprehend the importance of being loyal to their organization (Meyer & Allen, 1997) are more likely to be involved in their work than those who do not. Strong normative commitment translates into high job involvement since one will invest his/her efforts to fulfil his/her views about loyalty standards. As a result, people who are normatively committed feel obligated to continue in the group. According to Meyer and Allen (1996), personnel with normative commitment stay with the company because they believe they want to stay.

### **Job Involvement**

The job-involved employee is one whose employment is a vital element of his or her self-definition. Kanungo (1982) described job involvement as a view about one's current employment that tends to be a function of how much the job can meet one's current requirements. As a result, several theorists have theorized that highly involved individuals will put out significant effort toward achieving organizational goals and will be less likely to turnover (e.g. Kahn, 1990; Lawler, 1986). Low-job-involved employees, on the other hand, have been believed to be more likely to leave the company and/or withdraw effort from the job, either to apply that energy to tasks outside the field of work or to participate in different undesirable on-the-job behaviours (Kanungo, 1979). Job involvement was described by Lawler and Hall (1970) as "the degree to which a person sees his whole work situation to be an essential element of his life and to be vital to him and his identity because of the possibility it offers him to meet his important needs."

Reitz and Jewell (1979) said that the importance of work in an individual's routine or everyday life is connected to job involvement. This means that if a person values his or her work, he or she is likely to be loyal to both job and to the organization. This will also have an impact on an individual's performance. Furthermore, Gurin et al (1960) defined involvement as the degree to which one's performance affects one's self-esteem. Job factors can impact an individual's level of involvement in

his job (Vroom, 1962). In this regard, Lawler and Hall (1970) stated that the most realistic view of job involvement may be the function of the job and the person relationship.

Employees with high job involvement are considered and recognized by their job, and their employment plays a major part in their normal lives (Sonnetag & Krueel, 2006) i.e. their job is more important than anything else in their life. Individuals or workers may be involved in their jobs even in a temporary and artificial context such as a laboratory and it is demonstrating the importance of work and job design in increasing job involvement. Employees with a high level of job involvement are also more self-determining. Job involvement refers to how individuals perceive their occupations as both a relationship with the working environment and the job itself, as well as how work and life are intertwined (Rabinowitz & Hall, 1981). Employees having a high level of job involvement can be useful to the company because when individuals are engaged in their employment, their motivation improves, which can improve their job performance (Mantler & Murphy, 2005). A high degree of job participation indicates that the individual attributes a certain job to him-self/her-self and feels the job to be reflective of him-self/her-self.

### **Job Involvement vs. Organizational Commitment**

Employee job involvement is expected to have a major influence on a variety of organizationally significant outcomes (Paul et al, 2007). Job involvement has a favourable link with factors including organizational commitment, organizational citizenship behaviour, motivation, and performance, but a negative relationship with absenteeism and desertion (Brown, 1996). Cohen's (1999) research backed up the importance of job involvement as a prerequisite to organizational commitment. Job involvement has been identified as one of the most effective techniques for raising worker productivity through increased employee participation and commitment.

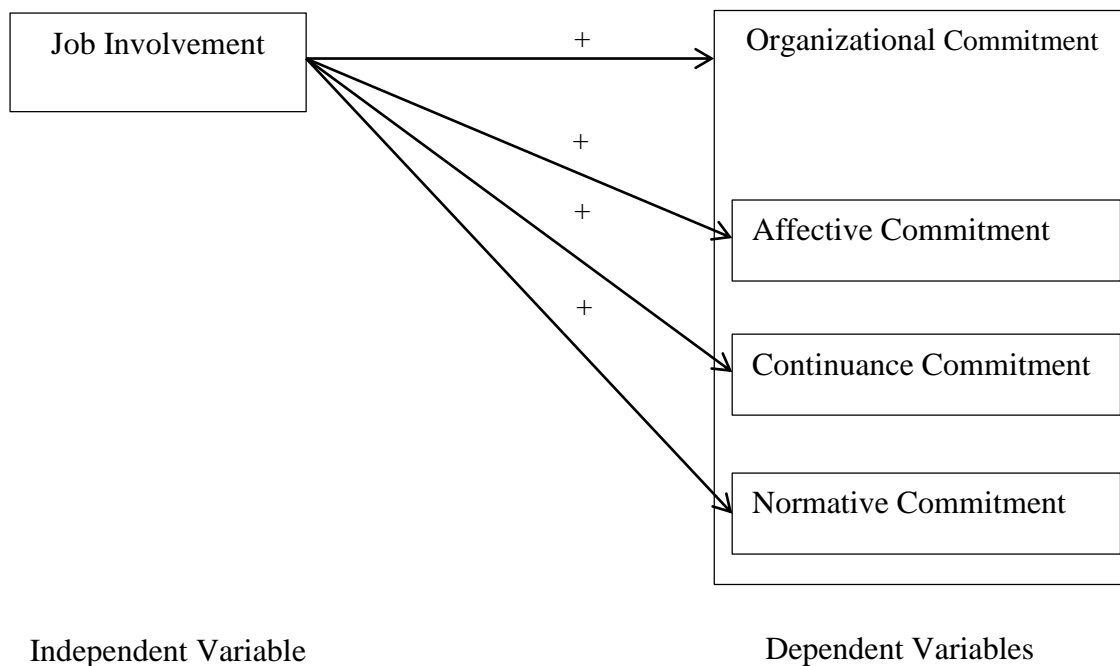
Blau and Boal (1989), show four different sets to classify workers by high job involvement - high organizational commitment; high job involvement – low organizational commitment; low job involvement – high organizational commitment; and low job involvement – low organizational commitment. Employees in the first set are considered “institutionalized stars”, in the second set “lone wolves”, in the third set “corporate citizens” and in the fourth set “apathetic employees”. Brown (1996) discovered a strong link between job involvement and organizational commitment and considers organizational commitment to be a result of job involvement. Khan et al. (2015) study the impact of job involvement on three different forms of commitments. Individuals who are active in their jobs are more likely to be content with their jobs and dedicated to the company (Knoop & Robert, 1995). The literature is well-documented on the link between job involvement and organizational commitment (Brown, 1996). Because of the positive relationship between job involvement and commitment, employees who are involved in their employment are more likely to be committed to their employers. Individuals who are heavily involved in their jobs make the profession



a key element of their personal identity. Furthermore, those with a high level of job involvement devote the majority of their attention to their work (Hackett et al., 2001).

As per the literature reviewed by the researcher the association of the variables is depicted in figure 1.

Figure 1: Research Model



(Source: Khan et al, 2015)

Based on the assumed causal relationship given in the conceptual model, the following hypotheses are developed for testing.

*Hypothesis 1: There is a significant positive impact of job involvement on organizational commitment of branch managers in Insurance Companies.*

*Hypothesis 2: There is a significant positive impact of job involvement on affective commitment of the branch managers in Insurance Companies.*

*Hypothesis 3: There is a significant positive impact of job involvement on continuance commitment of the branch managers in Insurance Companies.*

*Hypothesis 4: There is a significant positive impact of job involvement on normative commitment of the branch managers in Insurance Companies.*

## **METHODOLOGY OF THE RESEARCH**

For this study deductive research approach is used by the researcher where the deduction is the process by which the researcher arrive at a reasonable conclusion by the logical generalization of a known fact or test the theory with empirical data. The branch managers who are working in the insurance companies in Sri Lanka are the population of the present study. The sample for the present research was randomly drawn by using a random sampling method. According to Sekaran (2003), the sample size larger than thirty and less than five hundred are appropriate for most researches and here hundred branch managers are taken as the sample.

This research is based on both primary and secondary data. The primary data was collected by using a structured questionnaire. The questionnaires are given to the randomly selected branch managers in insurance companies to measure their job involvement and commitment. The secondary data was collected through annual reports of insurance companies, annual reports of the central bank of Sri Lanka, journals, books and other published documents etc.

The questions were designed with a five point Likert scale from strongly agree to strongly disagree to measure both independent and dependent variables. To encourage managers to respond, the questions were set in closed-ended form and therefore it is easy for them to understand. From the researcher's point of view, it is easy to analyze. For this research, the questionnaire was set as a structured questionnaire consisting of two parts. Part I of the questionnaire consisted of five questions which were used to gather demographic features of managers. The next part of the questionnaire consisted of 34 closed-ended questions to measure affective commitment, continuance commitment, normative commitment and job involvement branch managers in insurance companies in Sri Lanka.

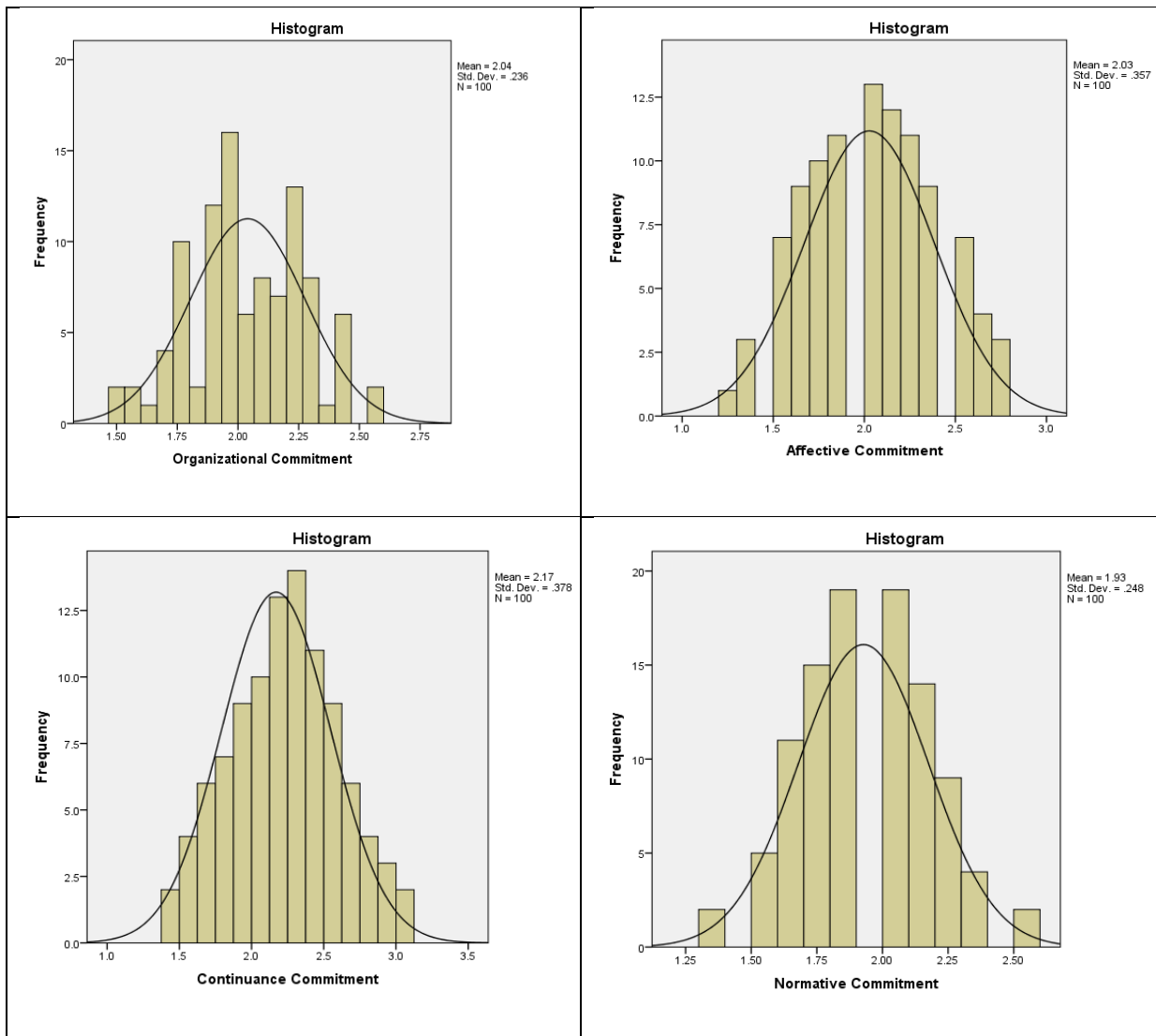
To measure the organizational commitment Allen and Meyer's (1990) scale is used and to measure the job involvement ten item job involvement scale developed by Kanungo (1982) is used. The reliability was tested with Cronbach's alpha value and Pearson correlation analysis and simple regression analysis were used to analyse the collected data.

## **DATA ANALYSIS, FINDINGS AND DISCUSSION**

To analyze the collected data statistical package for social sciences (SPSS) 23rd version is used. Normality is an important assumption in statistics and is a prerequisite for most statistical tests. A histogram with a normal curve can be used to test the normality in a distribution. For this study since

there are four dependent variables, all tested using Histograms with normal curves. Histograms of dependent variables show that the approximate normal distributions and figure 2 depicted the histograms of dependent variables.

Figure 2: Histograms – Dependent Variables



(Source: Survey Data)

Therefore based on the above tests it is confirmed that data used in the present study were normally distributed.

The accuracy of data largely depends on the reliability of the sample. Reliability refers to the extent to which the data collection techniques or analysis procedure will yield consistent findings (Saunders et al, 2009). Cronbach's alpha is the most commonly used for assessing the reliability of a construct and the coefficient varies from 0 to 1 with 1 indicating perfect reliability and 0 indicating no internal reliability (Bryman and Bell, 2003). Here, since all values are above 0.7, the reliability is considered as acceptable (George and Mallery, 2003). Table 1 shows the overall Cronbach's Alpha for the variables.

*Table 1: Reliability Test - Cronbach's Alpha*

Variable	Number of items	Cronbach's Alpha
Organizational Commitment	24	.833
Affective Commitment	8	.719
Continuance Commitment	8	.807
Normative Commitment	8	.787
Job Involvement	10	.849

**Source: Survey Data**

Correlation is the degree of association between two variables or strength of the relationship and it is represented in terms of a coefficient known as the correlation coefficient. The range of the correlation coefficient is between -1 and +1. If the coefficient is positive, then the variables are associated directly. If the correlation coefficient is negative, then the variables are inversely proportional and if the coefficient is 0, there is no association between variables. The Pearson's correlation values among independent variable dependent variables are exhibited in table 2.

*Table 2: Correlation Analysis*

		Job Involvement
Organizational Commitment	Pearson Correlation	.501
	Sig. (2-tailed)	.000
Affective Commitment	Pearson Correlation	.303
	Sig. (2-tailed)	.002
Continuance Commitment	Pearson Correlation	.385
	Sig. (2-tailed)	.000
Normative Commitment	Pearson Correlation	.406
	Sig. (2-tailed)	.000

## **Source: Survey Data**

Regression is the dependence of a variable on one or more variables. Linear regression analysis estimates the coefficient of a linear equation involving one or more independent variables that best predict the value of the dependent variable. Simple regression analysis was run to test the impact of job involvement on dependent variables in this study.

## **Testing of Hypotheses**

*Hypothesis 1: There is a significant positive impact of job involvement on organizational commitment of branch managers in insurance companies.*

The Pearson's correlation coefficient among job involvement and organizational commitment is 0.501 and P value is 0.000. Therefore the positive correlation coefficient and the significant level less than 0.05; the analysis shows that there is a positive relationship between job involvement and organizational commitment. According to the simple regression analysis of job involvement and organizational commitment, the constant value is 1.517. The coefficient of  $\beta$  for job involvement is 0.258 and P value is 0.000 which is less than 0.05. The value of R square is 0.251 and therefore about 25.1% of the variation in the organizational commitment is explained by job involvement. F statistic equal to 32.9 and the significance equal to 0.000 which is less than 0.05. Therefore the regression model is confirmed and the job involvement can predict the changes in organizational commitment. Based on the above analysis the null hypothesis is rejected. Therefore the researcher can accept hypothesis 1.

*Hypothesis 2: There is a significant positive impact of job involvement on affective commitment of the branch managers in insurance companies.*

The Pearson's correlation coefficient among job involvement and affective commitment is 0.303 and P value is 0.002. According to the positive correlation coefficient and the significant level less than 0.05, the analysis indicates that there is a positive relationship between job involvement and affective commitment. As per the simple regression analysis of job involvement and affective commitment, the constant value is 1.550. The coefficient of  $\beta$  for job involvement is 0.235 and P value is 0.002 which is less than 0.05. The value of R square is 0.092 and therefore about 9.2% of the variation in the affective commitment is explained by job involvement. F statistic equal to 9.887 and the significance equal to 0.002 which is less than 0.05. Therefore the regression model is confirmed and the job involvement can predict the changes in affective commitment. Based on the above analysis the null hypothesis is rejected. Therefore the researcher can accept the hypothesis 2.

*Hypothesis 3: There is a significant positive impact of job involvement on continuance commitment of the branch managers in insurance companies.*

The Pearson's correlation coefficient among job involvement and continuance commitment is 0.385 and P value is 0.000. Therefore according to the positive correlation coefficient and the significant level less than 0.05, the analysis shows that there is a positive relationship between job involvement and continuance commitment. According to the simple regression analysis of job involvement and continuance commitment, the constant value is 1.517. The coefficient of  $\beta$  for job involvement is 0.317 and P value is 0.000 which is less than 0.05. The value of R square is 0.148 and therefore about 14.8% of the variation in the continuance commitment is explained by job involvement. Furthermore, table 4.13 displays that F statistic is equal to 17.032 and the significance is equal to 0.000 which is less than 0.05. Therefore the regression model is confirmed and the job involvement can predict the changes in continuance commitment. Based on the above analysis the null hypothesis is rejected. Therefore the researcher can accept the hypothesis 3.

*Hypothesis 4: There is a significant positive impact of job involvement on normative commitment of the branch managers in insurance companies.*

The Pearson's correlation coefficient among job involvement and normative commitment is 0.406 and P value is 0.000. Therefore according to the positive correlation coefficient and the significant level less than 0.05, the analysis shows that there is a positive relationship between job involvement and normative commitment. According to the simple regression analysis of job involvement and normative commitment, the constant value is 1.483. The coefficient of  $\beta$  for job involvement is 0.219 and P value is 0.000 which is less than 0.05. The value of R square is 0.165 and therefore about 16.5% of the variation in the normative commitment is explained by job involvement. Moreover, table 4.15 shows that the F statistic equal to 19.313 and the significance equal to 0.000 which is less than 0.05. Therefore the regression model is confirmed and the job involvement can predict the changes in normative commitment. Based on the above analysis the null hypothesis is rejected. Therefore the researcher can accept the hypothesis 4.

The analysis shows that there is a moderate positive relationship between job involvement and organizational commitment. According to the regression analysis, it is confirmed that there is a significant positive impact of job involvement on organizational commitment. Accordingly, researcher achieved the first objective that is, to analyze the impact of job involvement on the organizational commitment of branch managers in insurance companies. The findings were supported to the hypothesis 1. Cohen's (1999) research supported the important status of job involvement as an antecedent to organizational commitment. Brown (1996) also found a very close relationship between job involvement and organizational commitment and consider organizational commitment as an outcome of job involvement. Thus the findings are complying with the reviewed literature.

According to the analysis, there is a significant positive impact of job involvement on affective commitment and hence researcher could be able to achieve the second objective that is, to analyze the impact of job involvement on the affective commitment of branch managers in insurance companies. The findings were supported to the hypotheses 2 and complied with the reviewed literature. According to Meyer et al (2002) affective commitment is positively related to job involvement and therefore the affective commitment is predicted as job involvement.

The analysis of the present study shows that there is a significant positive impact of job involvement on continuance commitment. Accordingly, researcher achieved the third objective that is, to analyze the impact of job involvement on the continuance commitment of branch managers in insurance companies. The findings revealed that the hypothesis 3 can be accepted. These findings are consistent with the findings of Meyer et al (2002) that continuance commitment is positively related to job involvement. Khan et al (2015) also found that there is a positive impact of job involvement on continuance commitment.

As per the analysis, there is a significant positive impact of job involvement on normative commitment and therefore researcher could be able to achieve the fourth objective that is, to analyze the impact of job involvement on the normative commitment of branch managers in insurance companies. The findings were supported to the hypotheses 4. Carmeli (2005) found that normative commitment is positively related to job involvement. Khan et al (2015) also found that there is a positive impact of job involvement on normative commitment. Therefore the findings are complying with the reviewed literature.

These findings were consistent with the reviewed literature. This clearly indicates that those organizations that have high job involvement culture, their employees are more committed with the organization than those organizations that do not have much job involvement with their employees. This concept is now proved with the evidence from branch managers of Sri Lankan insurance companies.

## **CONCLUSION, RECOMMENDATIONS AND FUTURE RESEARCH SUGGESTIONS**

The results of the study revealed that all the hypotheses developed in this research study got significant support and proved that job involvement has a positive impact on organizational commitment, affective commitment, continuance commitment and normative commitment. The overall study proved that the significance of job involvement with employee commitment.

According to the findings, promoting high levels of job involvement is a worthwhile option to increase organizational commitment among branch managers in insurance companies in Sri Lanka. Therefore it is important to answer the question of how can managers increase the levels of job involvement among employees. High job-involved employees may develop greater commitment and it stands to reason that the human resource managers in insurance companies must be sensitive to their employees' needs in order to increase job involvement and commitment. New types of training and development must be given to employees, which lead to an increase in their job involvement and commitment. The management of the insurance companies should focus on the culture, design and environmental factors which foster the job involvement of the employees. This also implies that factors affecting job involvement would also have an impact on the organizational commitment and all three types of commitments as affective commitment, continuance commitment and normative commitment.

Further researches can be replicated by increasing the sample size from all over the insurance industry. Therefore this study provides a theoretical and empirical basis for further study of insurance companies in Sri Lanka and in other parts of the world. Moreover, future researches can be replicating the same impact of job involvement on the commitment of employees to other contexts like the academic sector, health industry, IT industry etc. Today it has been specified that organizational commitment has a relationship with variables such as job years, age, gender, and education. Chen and Francesco (2003) mentioned that individualistic characteristics such as marital status, age, and gender may be effective for organizational commitment. Since this study didn't pay attention to individualistic characteristics it is better to conduct further researches taking them as control variables. Further there are so many factors that affect the level of commitment among employees in the insurance industry. Therefore further researches can be carried out to find the impact of several factors like motivation, job satisfaction, and organizational citizenship behaviour on commitment levels of employees in the insurance industry.

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