

Abstract

Talented and committed employees are of critical importance for organisations as they bring in the competitive edge over other competing firms. Hence, it is of greater importance for any organisation to be mindful of their levels of commitment, as dissatisfied employees are likely to stay with the firm but hinder the overall organisational performance by manifesting low levels of commitment. This issue was largely identified among the middle and junior level employees in the banking sector of Sri Lanka and is addressed through this study. In doing so, organisational socialisation and employee protean career orientation concepts were lined with commitment to identify whether they have an impact on employee commitment levels.

Accordingly, it is proposed based on affect theory of social exchange that organisational socialisation has a positive effect on employee affective commitment. Then, based on social exchange theory it is proposed that there is a positive effect of organisational socialisation on employee continuance commitment and normative commitment as well. Further, it is suggested based on self-determination theory that these three direct relationships are moderated by the protean career orientation of the banking employees. Based self-determination theory and regulatory focus theory, three direct effects are also tested among protean career orientation and commitment forms. It is identified that there is a positive effect of protean career orientation on continuance and normative commitment while no relationship is recognised with affective commitment.

All these relationships were tested using data collected from a sample of 209 middle and junior executives/staff employees in the banking industry using convenience sampling technique. Data were collected using a self-administered anonymous questionnaire developed combining standard measures related to the each construct. Data were analysed using SPSS and AMOS 16.0. Data were primarily screened to ensure that they were appropriate for the hypotheses testing and then the hypotheses were tested by using multiple regression analysis and moderated multiple regression analysis. Study makes contribution to the theory and practice in the fields of HRM, Organisational Behaviour, and Management.