

ABSTRACT

This is a phenomenological research study within the perspectives of the work related attitudes for which deductive approach was used to collect views of respondents. The research was designed to study different perspectives of managerial job commitment and accordingly an attempt was made to identify and evaluate the prevailing conditions influencing managerial job commitment of the private sector manufacturing companies in Sri Lanka.

Stratified (purposive) proportional random sampling method was used in selecting the elementary units. The total elementary units thus selected were 12 in number comprising six large private sector companies (Out of which five presently quoted in the Colombo stock exchange) and six medium sized private limited liability companies. The sample size was chosen as 25% of the total number of senior managers of the selected 12 companies and the sample size thus drawn became 29. The total sample size was distributed among the selected 12 companies based on the proportion of the senior managers in each company

Lickert mean was used as the score and the Standard deviation was used to check the level of significance of each factor influencing Managerial Job Commitment.

Research findings indicated that there had been several areas where the prevailing levels had been found inadequate or non existent. The recommendations drawn with the findings on the literature review on the second chapter and upon analysis of empirical data detailed in chapter four of the present research.

Research findings revealed several areas the management of private sector manufacturing companies could contribute in improving managerial job commitment.

As far as Competent or motivating factors influencing affective commitment is concerned, the recognition of achievements, the level of responsibility taken for the work, responsibility in achieving time targets, responsibility in achieving collective targets, work matching employee capabilities, the opportunities for advancement of career, Job enrichment, empowerment of bringing solutions to problems, decision making in work set ups, self expression on matters related to work, learning and development beyond current job have been areas which require focus for improvement.

The private sector manufacturing companies should focus on creating an environment within which the personal characters affecting affective commitment are better facilitated. As revealed from research findings the areas to be focused are to improve , the needs for achievement, striving for autonomy, desire to learn new things and consideration of the importance of work by others.

Also the Private sector manufacturing companies should bring improvements to the structural effects such as changes to department structure and formal work committee

decisions. And explore possibilities of decentralization of decision making bringing more empowerment for the line managers.

As far as the monetary related benefits which tie up the managers to the present job, is concerned work performance based incentives, performance based bonuses and ex-gratia payments and good perks on top of the job aids were identified which need management attention at present found not at satisfactory levels,

As far as Normative commitment is concerned, under indebtedness obligations promotions within, promotions without significant time delays, the level of job security have been found areas where the management need to scrutinize in improving managerial commitment.

Under moral imperatives affecting normative commitment, having a proper Grievances handling procedure and understanding and accepting the mission of the organization and realignment of work were the areas found which require management attention for improvements.