Employee Commitment: The Role of Organizational Socialization and Protean Career Orientation

Hewawaduge Menaka Nishanthi¹
Pavithra Kailasapathy²

Abstract
The current study examines the impact of organizational socialization on employee commitment of executive employees in the banking sector of Sri Lanka and the moderating role of protean career orientation. It is hypothesized based on the theory of social exchange and social exchange theory that organizational socialization has a positive impact on employee’s affective, continuance and normative commitment forms. Further, it is suggested that these three direct relationships are moderated by the protean career orientation of the banking employees based on self-determination theory. These relationships are tested using data collected from a sample of 209 executive employees in the banking industry of Sri Lanka. Data were collected using questionnaires. Data were analyzed using SPSS and AMOS. Results showed that there is a positive effect of organizational socialization on the three forms of commitment while no moderator effect of protean career orientation was identified on these direct relationships.

Keywords
Employee commitment, affective commitment, continuance commitment, normative commitment, organizational socialization, protean career orientation

Received 4 April 2017; revised 17 August 2017; accepted 22 August 2017

¹ Senior Lecturer, Department of Human Resource Management, Faculty of Commerce and Management Studies, University of Kelaniya, Sri Lanka.
² Senior Lecturer, Department of Human Resources Management, Faculty of Management and Finance, University of Colombo, Sri Lanka.

Corresponding author:
Hewawaduge Menaka Nishanthi, Department of Human Resource Management, Faculty of Commerce and Management Studies, University of Kelaniya, Kelaniya 11600, Sri Lanka.
E-mail: menaka@kln.ac.lk