

## Impact of organizational culture on employees' commitment: A study in the Sri Lankan state banking sector

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### Abstract

The goal of this study is to investigate the impact of organizational culture on employee commitment in the Sri Lankan banking sector. As the antecedents that denote the organizational culture; organizational control, employee engagement and teamwork, innovativeness, and organizational values are selected while employee commitment is selected as the dependent variable. In a competitive environment that belongs to the service-providing nature of a bank, the employee's role is significantly contributing to the organization's performance level. Moreover, enhancing employee commitment has become a significant requirement; especially during the current unstable atmosphere which has been raised due to past strategic attempts. The responses to the questionnaire survey of a group of 314 respondents were analyzed using reliability and validity tests, correlation analysis, and multiple regression analysis of the SPSS software. The findings indicate that organizational control has an adverse impact on employee commitment, whereas the other three antecedents have positive impacts on the dependent variable. These findings highlight the significance of reducing excessive control, promoting innovation, reinforcing shared values, and fostering employee involvement and teamwork to enhance commitment levels. The study offers valuable insights for organizations in the state banking sector in Sri Lanka, guiding in cultivating a supportive organizational culture that encourages employee commitment.

**Keywords:** Employee commitment; Employee engagement; Innovativeness; Organizational control; Organizational culture; Organizational values; Teamwork

### 1 Introduction

In today's highly competitive business landscape, the importance of organizational culture in influencing employee commitment cannot be overstated and these concepts are considered critical and crucial strategic components to be evaluated essentially [1]. At the same time, the culture of an organization is systemized with shared principles, values, norms, and customs that directly structure the attitudes and behavior of employees in a company [2]; [3]; [4]; [5]. Meanwhile, the remarkable role of the banking sector in Sri Lanka, in the nation's financial framework, heavily relies on the commitment of its workforce to achieve organizational objectives with their professional excellency [6]; [7]; [8].

Employee commitment plays a pivotal role in enhancing organizational performance, productivity, and customer satisfaction [9]. Meanwhile, it involves employees' dedication, loyalty, and willingness to exert extra effort for the success of the organization [2]. Hence, it is crucial to grasp the influence of organizational culture on employee commitment within the state banking industry to enhance employee involvement, contentment with one's job, and the organization's overall effectiveness [10] [11] [12] [13] that based on both individual and organizational perspectives.

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In the banking sector [9], employees play a significant role in delivering friendly and trustworthy service in a competitive environment. Job-related attitudes such as; job satisfaction, job engagement, and organizational commitment, have been identified as key influencers of organizational culture [14] [15]. Meanwhile, employee disengagement negatively impacts organizational success, hindering the achievement of goals and objectives [13] as well. On the other hand, dedication and commitment positively affect job efficiency [16]. However, in the banking industry, which has become highly competitive with the emergence of other financial sectors, there are challenges in retaining employees [15]. Many workers seek employment in financially lucrative organizations, leading to increased turnover and reduced productivity [17]. Moreover, recently banking institutions in Sri Lanka face financial stability issues due to misleading investments and borrowings, which influence employee decision-making and job commitment [15]. Additionally, annual business growth plans created by banking firms often struggle to be implemented effectively due to a lack of long-term employment, high turnover, and a lack of employee loyalty [18]. This research study focuses on the issue of employee commitment within the state banking sector in Sri Lanka and explores how organizational culture can enhance employee commitment levels.

The goal of this research is to investigate how the culture of organizations in the state banking industry in Sri Lanka influences employees' commitment. On the other hand, by analyzing the causal relationships between the selected variables, the study aims to offer valuable insights into developing strategies to cultivate a positive working environment and foster employee commitment and guidance for improving and maintaining commitment levels [10]. Additionally, the research aims to identify the essential factors in the organizational culture of the state banking sector in Sri Lanka that significantly contribute to employee commitment. At the same time, the objectives of this study seek to pinpoint specific elements of organizational culture that play a crucial role to enrich positive and sustainable loyalty and attitudes of the existing workforce. Meanwhile, this study fills the literature and practical gaps on the impact of organizational culture on employee commitment specifically within the Sri Lankan state banking sector and contributes to a better understanding of the relationship between these factors, and provides insights for organizational improvement that support overcome the current issues in the context as well.

Employee commitment is a vast and far-reaching aspect that holds significance across every sector of the economy [19]. However, this research study focuses exclusively on employee commitment within the state banking sector in Sri Lanka. Consequently, it overlooks the commitment issues of the employees, and the stability of the Sri Lankan banking sector representing a notable gap in the research [15]. Numerous studies have identified various factors beyond organizational culture that can influence employee commitment [20] [21] [22]. But, all the identified factors from the literature have not been addressed or discussed within the scope of this study, because the authors have to specifically assess the data from the Sri Lankan banking sector in terms of accuracy and consistency. To overcome this limitation, future research should endeavor to explore employee commitment across diverse sectors and industries, considering the multiple factors that contribute to commitment beyond organizational culture. Such an approach would provide a more comprehensive understanding of employee commitment within the broader economic context. Even though there are such limitations, employee commitment is a crucial indicator of a leader's performance, with wide-ranging implications for organizational effectiveness. Research has shown that high levels of employee satisfaction lead to an 11% increase in productivity, and in the United States, more than 34% of employee turnover is attributed to commitment, resulting in significant expenses ranging from 100 to 150 percent of the leaving employee's annual salary [23]. Furthermore, committed employees enhance an organization's image in the job market, aiding in the recruitment of top talent [24]. Committed employees are highly efficient, believing in the organization's mission, vision, and leadership. They not only demonstrate high productivity themselves but also inspire and support their colleagues, resulting in reduced absenteeism and strong teamwork. Committed employees contribute significantly to the team's productivity and become enthusiastic advocates for the company's products, programs, and policies [25] [26].

The literature reveals the significant influence of organizational culture on employee commitment [27]. To measure organizational culture, Cameron and Quinn's organizational culture model is commonly used [28] in different contexts. Employee commitment, on the other hand, is often assessed using the Three Component Model of Commitment [29]. To measure the organizational culture the main independent variables identified in the literature are organizational control, innovativeness, organizational values, employee engagement, and teamwork. Organizational control is characterized by dimensions such as; close supervision, rules, procedures, behavior control, and output control [30]; [31]; [32]; [33]. Employee engagement encompasses job characteristics, perceived fairness, control, community and organizational support, as well as rewards and recognition [34]; [35] [36]. On the other hand, Teamwork relies on factors like team leadership, monitoring mutual work, adaptability, and communication [37] [38] [36]. Meanwhile, several studies [39]; [40], [41]; [42] have emphasized the influence of organizational values on organizational culture. The literature further suggests that human behavior aligns with all these values [43], while organizational culture is shaped by its values [44]. These insights highlight the significance of organizational values in shaping strategic decisions, guiding employee behavior, and influencing the overall organizational culture. Lastly, practicing

innovativeness requires providing opportunities for expressing new ideas, dedication, risk acceptance, and the development of improved processes and technologies [45]; [46]. The causal relationship between organizational factors and employee commitment has been emphasized by these factors while shedding light on the importance of organizational culture, control, engagement, teamwork, and innovation in fostering a committed workforce. In the realm of employee commitment, the literature identifies three distinct forms: affective commitment, continuance commitment, and normative commitment [47]; [48]. Affective commitment arises when employees develop an emotional attachment to their organization and derive satisfaction from their work, understanding the organization's objectives [29]. Continuance commitment, on the other hand, is driven by employees weighing the costs and benefits of leaving their current organization. Factors such as monetary rewards, professional skills acquired, and emotional losses, such as friendships, play a role in their decision to stay [29]. Normative commitment is characterized by a sense of obligation towards the organization, where employees feel committed even if they may not prefer their job roles or anticipate better opportunities elsewhere. Meanwhile, it is often fostered by organizational investments in benefits, training and development, and other rewards [29]. These insights highlight the varied dimensions of employee commitment and the factors that contribute to each form, providing a nuanced understanding of the multifaceted nature of commitment in the workplace.

The following table illustrates the hypotheses developed by the authors for this study.

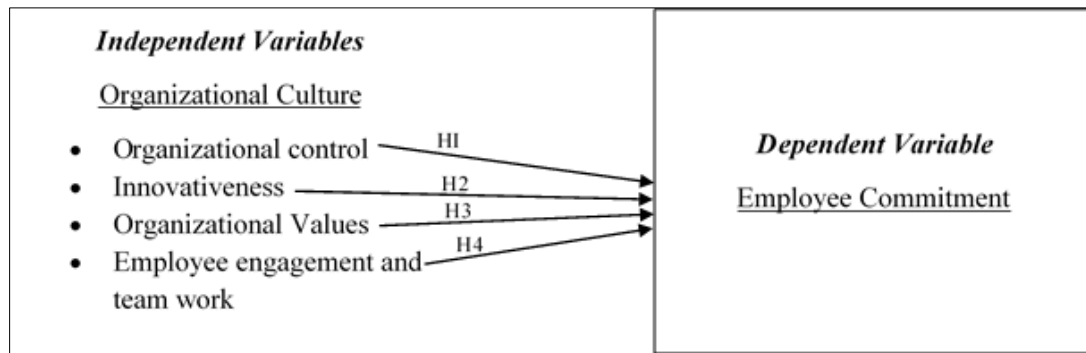
**Table 1** Research Hypotheses

Research Hypotheses	
H1	H1 <sub>0</sub> : There is no significant impact of Organizational control on Employee commitment of State Sector banks in Sri Lanka. H1 <sub>a</sub> : There is a significant impact of Organizational control on Employee commitment of State Sector banks in Sri Lanka.
H2	H2 <sub>0</sub> : There is no significant impact of Innovativeness on Employee commitment of State Sector banks in Sri Lanka. H2 <sub>a</sub> : There is a significant impact of Innovativeness on Employee commitment of State Sector banks in Sri Lanka.
H3	H3 <sub>0</sub> : There is no significant impact of Organizational Values on Employee commitment of State Sector banks in Sri Lanka. H3 <sub>a</sub> : There is a significant n impact of Organizational Values on Employee commitment of State Sector banks in Sri Lanka.
H4	H4 <sub>0</sub> : There is no significant impact of Employee engagement and teamwork on Employee commitment of State Sector banks in Sri Lanka. H4 <sub>a</sub> : There is a significant impact of Employee engagement and teamwork on Employee commitment of State Sector banks in Sri Lanka.

## 2 Material and methods

This study adopts the deductive approach [49], employing specific hypotheses formulated based on the identified variables. By testing these hypotheses, the author aims to draw meaningful conclusions. The positivism philosophy [50] is deemed suitable for this research, as it emphasizes the use of empirical evidence and objective observations to uncover general laws and patterns in social phenomena.

According to the literature review organizational culture is identified as the main independent variable while employee commitment is identified as the dependent variable. Therefore, those variables' potential relationship is illustrated in the below figure and also the factors under those variables as well.



**Figure 1** Conceptual Framework

The observation of the variables is derived based on the literature review and the measurement and further key observations are demonstrated in the below Table. 5-point Likert scale questionnaire is selected as the instrument of data collection for this study.

**Table 2** Operationalization

<b>Variable</b>	<b>Indicators</b>	<b>Data Sources</b>
<i>Organizational Control</i>	Close supervision Rules Procedures Behavior control Outcome control	[30]; [31]; [32]; [33].
<i>Innovativeness</i>	Opportunity to be open to new ideas Dedication and commitment Acceptance of risks Availability of processes Availability of technological capacity	[45] [46]
<i>Organizational Values</i>	Integrity Trust The vision of strategic focus Empowering employees Customer focus Quality knowledge.	[39] [40] [41] [42]
<i>Employee engagement and Teamwork</i>	Workload Perceived fairness Community and social support Rewards and recognition Team leadership Monitoring mutual work Adaptability Communication	[34] [38] [37] [36]
<i>Employee commitment</i>	Affective commitment Normative commitment Continuance commitment	[47] [29]

According to the following table, the total population of this study is **24,423**, employees who are working in state sector banks in Sri Lanka. Based on the simple random sampling method [51] the sample size (378) is calculated with a confidence level of 95% and with 5% confidence intervals and only 314 respondents came up with positive responses. This sample size was deemed necessary to effectively conduct the research within the available timeframe.

**Table 3** Population

Bank	Number of Employees	Source
Bank of Ceylon	8209	[52]
HDFC Bank of Sri Lanka	588	[53]
National Savings Bank	4528	[54]
People's Bank	7377	[55]
Regional Development Bank	3226	[56]
Sri Lanka Savings Bank	106	[57]
State Mortgage and Investment Bank	389	[58]
Total	<b>24423</b>	

The data analysis in this research was performed utilizing the Statistical Package for Social Sciences (SPSS) software version 20.0. The findings were visually portrayed through the implementation of tables. To commence, the examination primarily centered around demographic factors. In the meantime, the authors proceeded to utilize descriptive statistics to analyze the primary variables. This represents the average values of the participants' responses about each component which showcased the nature distribution of responses from the individuals involved. To further investigate the questionnaire; during the pilot survey, a feasibility study was undertaken. For ensuring the internal consistency of the dataset, the reliability test has been conducted for all the variables in the study by utilizing Cronbach's alpha as the measurement instrument. Meanwhile, the validity test has been conducted to determine the accuracy of the questionnaire. The interrelationship between the antecedents and the dependent variable has been assessed using correlation analysis. Meanwhile, multiple-regression analysis is performed to measure the impact of the independent variables on the dependent variable.

### 3 Results and discussion

The provided table below summarizes the profile details of the individuals involved in the study. The table on demographic observations presents a depiction of the sample's makeup by showcasing significant demographic factors including sex, age range, highest educational achievement, income level, and professional background. This data provides a comprehensive overview of the participants' makeup and attributes within the particular demographic classifications, enabling a deeper comprehension of the sample's diversity and representation.

**Table 4** Demographic Factors

Demographic Factors					
Gender		Frequency	Percent	Valid %	Cumulative %
Valid	Male	256	81.5	81.5	81.5
	Female	58	18.5	18.5	100.0
	Total	314	100.0	100.0	
Age Group		Frequency	Percent	Valid %	Cumulative %
Valid	21 - 30 Years	94	29.9	29.9	29.9
	31 - 40 Years	76	24.2	24.2	54.1
	41 - 50 Years	80	25.5	25.5	79.6

	<i>51 - 60 Years</i>	31	9.9	9.9	89.5
	<i>Above 60 Years</i>	33	10.5	10.5	100.0
	<i>Total</i>	314	100.0	100.0	
<i>Highest education level</i>		Frequency	Percent	Valid %	Cumulative %
<i>Valid</i>	<i>Ordinary Level</i>	54	17.2	17.2	17.2
	<i>Advanced Level</i>	81	25.8	25.8	43.0
	<i>Diploma</i>	83	26.4	26.4	69.4
	<i>Bachelors' degree</i>	50	15.9	15.9	85.4
	<i>Post Graduate</i>	46	14.6	14.6	100.0
	<i>Total</i>	314	100.0	100.0	
<i>Income Level</i>		Frequency	Percent	Valid %	Cumulative %
<i>Valid</i>	<i>Rs.25,000-45,000</i>	73	23.2	23.2	23.2
	<i>Rs. 45,001-65,000</i>	85	27.1	27.1	50.3
	<i>Rs. 65,001-85,000</i>	60	19.1	19.1	69.4
	<i>Rs. 85,001-105,000</i>	44	14.0	14.0	83.4
	<i>Rs. 105,000 above</i>	52	16.6	16.6	100.0
	<i>Total</i>	314	100.0	100.0	
<i>Work experience</i>		Frequency	Percent	Valid %	Cumulative %
<i>Valid</i>	<i>01 - 05 Years</i>	76	24.2	24.2	24.2
	<i>06 - 10 Years</i>	64	20.4	20.4	44.6
	<i>11 - 15 Years</i>	67	21.3	21.3	65.9
	<i>16 - 20 Years</i>	67	21.3	21.3	87.3
	<i>21 Years and Above</i>	40	12.7	12.7	100.0
	<i>Total</i>	314	100.0	100.0	

According to the table above the breakdown of genders represents that a significant majority of participants 81.5%, identified as male. Meanwhile, the largest proportion of the participants of the survey are aged 21 - 30 years, and 29.9 as a percentage while the respondents in 41 - 50 years and 31 - 40 years have become the second and third proportions respectively. On the other hand, a significant number of respondents of the selected sample, are people who qualified at diploma level 26.4% and there are 25.8% of Advance level qualified people as their highest education level. When considering the different income levels of the respondents, the majority of the sample monthly earns *Rs. 45,001-65,000 (27.1%)* and the minority earns *Rs. 85,001-105,000 (14%)*. Lastly, the breakdown of job experience revealed that a significant number of respondents were between 1-5 years (24.2%).

**Table 5** Reliability Test

<b>Reliability Statistics</b>		
<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>N of Items</b>
Organizational Control	0.863	5
Innovativeness	0.883	5
Organizational Values	0.911	6
Employee engagement Teamwork	0.913	8
Employee Commitment	0.916	7

According to the table above, the Cronbach's alpha values derived from SPSS, guide getting an understanding of the internal consistency of the selected dataset through the questionnaire survey. Meanwhile, the results of the reliability assessment provide a high level of consistency in every construct measured. First, two antecedents consist of Cronbach's alpha values greater than 0.8 (0.863-5 items and 0.886-5 items), and Cronbach's alpha values of the remaining constructs organizational values, teamwork, and employee commitment recorded as 0.911-6 items, 0.913-8 items, and 0.916-7 items respectively. According to the theories, the threshold level for a significant internal consistency is 0.7 [59].

**Table 6** Validity Test (KMO and Bartlett's Test)

<b>KMO and Bartlett's Test</b>		
<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>		<b>0.718</b>
Bartlett's Test of Sphericity	Approx. Chi-Square	1437.517
	Df	10
	Sig.	0.000
Average Variance Extracted	_AVE_	89.162

Under the validity test, the sampling adequacy is measured used in the Kaiser-Mayer-Olkin and Bartlett's Sphericity tests. Meanwhile, the sample adequacy is greater than 0.7 (0.718) and satisfies the relevant threshold level while Bartlett's test Sphericity archives its standards through approximate Chi-Square value 1437.517, Df 10 (Degrees of freedom), and Sig. (0.000). These results support continuing the data analysis further with strong insights into the interrelationships of the indicators of the selected variables. Lastly, the AVE value 89.162 is greater than the threshold level of 0.5. These results support the validity of the data and indicate that the variables chosen for the study capture the underlying constructs effectively.

### 3.1 Correlation Analysis

**Table 7** Correlation Analysis

<b>Employee Commitment</b>		
Organizational Control	Pearson Correlation	0.724**
	Sig. (2-tailed)	0.000
	N	314
Innovativeness	Pearson Correlation	0.906**
	Sig. (2-tailed)	0.000
	N	314
Organizational Values	Pearson Correlation	0.962**
	Sig. (2-tailed)	0.000
	N	314
Employee engagement Teamwork	Pearson Correlation	0.913**
	Sig. (2-tailed)	0.000
	N	314
Employee Commitment	Pearson Correlation	1
	Sig. (2-tailed)	
	N	314

Correlation is significant at the 0.01 level (2-tailed) \*\*

The correlation analysis shows significant positive correlations between the dependent variable; Employee Commitment and the four independent variables; Organizational Control, Innovativeness, Organizational Values, and Employee Engagement Teamwork. The r values of the analysis result; 0.724, 0.906, 0.962, and 0.913 reveal the significant correlations between the dependent variable and each independent variable respectively. Meanwhile, the p values fulfilled the threshold levels as well ( $p < 0.05$ ). The results indicate a strong positive relationship between Employee Commitment and the identified independent variables, supporting the four hypotheses that these factors influence Employee Commitment in the given studied context.

### 3.2 Multiple Regression Analysis

**Table 8** Variable Entered – Multiple Regression Analysis

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	Employee engagement Teamwork, Organizational Control, Organizational Values, Innovativeness <sup>b</sup>	.	Enter

a. Dependent Variable: Employee Commitment; b. All requested variables entered.

The multiple regression analysis was conducted with Employee Engagement Teamwork, Organizational Control, Organizational Values, and Innovativeness as the independent variables entered into the model. The dependent variable was Employee Commitment. This analysis aims to determine the relationship and predictive power of these variables on Employee Commitment.

**Table 9** Model Summary – Multiple Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.981 <sup>a</sup>	0.963	0.962	0.12553

a. Predictors: (Constant), Employee engagement Teamwork, Organizational Control, Organizational Values, Innovativeness

According to the table above (model summary-model 01), the multiple regression analysis of the R-squared value of 0.963 indicated that 96.3% of model explainability. Further, the 96.3% variance in the dependent variable (employee commitment) is explained by the combination of four antecedents. Meanwhile, the adjusted R-squared value is 0.962, suggesting a good fit for the model. The standard error of the estimate is 0.12553.

**Table 10** ANOVA – Multiple Regression Analysis

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	125.118	4	31.279	1985.054	0.000 <sup>b</sup>
	Residual	4.869	309	0.016		
	Total	129.987	313			

a. Dependent Variable: Employee Commitment; b. Predictors: (Constant), Employee engagement Teamwork, Organizational Control, Organizational Values, Innovativeness

The ANOVA table for Model 1 shows that the regression model is highly significant ( $p < 0.001$ ), as indicated by the F-statistic of 1985.054. This suggests that the predictors (Employee Engagement Teamwork, Organizational Control, Organizational Values, and Innovativeness) collectively contribute significantly to explaining the variance in Employee Commitment. The sum of squares for the regression is 125.118, while the sum of squares for the residual (or error) is 4.869.



**Table 11** Coefficients – Multiple Regression Analysis

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.086	0.026		3.289	0.001
	Organizational Control	-0.223	0.023	-0.222	-9.553	0.000
	Innovativeness	0.226	0.046	0.237	4.926	0.000
	Organizational Values	0.706	0.024	0.702	29.857	0.000
	Employee engagement Teamwork	0.251	0.061	0.256	4.142	0.000

a. Dependent Variable: Employee Commitment

According to the table of coefficients the antecedent; organizational control has a significant negative effect ( $t = -9.533$ ,  $Sig = 0.000$ ) on employee commitment indicated by its unstandardized and standardized coefficients  $-0.233$ . This describes that a higher level of organizational control causes a reduction in the level of employee commitment. On the other hand, the independent variable of organizational values has the highest significant impact ( $t = -29.857$ ,  $Sig = 0.000$ ) on employee commitment with a  $0.706$  large unstandardized coefficient. That means that encouraged organizational values always enhance the employee commitment level in the given context. Meanwhile, innovativeness ( $t = -4.926$ ,  $Sig = 0.000$ ) and employee engagement ( $t = 4.142$ ,  $Sig = 0.000$ ) also significantly affect employee commitment. Both variables' positive impacts on the dependent variable are demonstrated by the unstandardized coefficients  $0.226$ , and  $0.251$  respectively.

The findings of this data analysis reveal significant insights for the established research objectives of this study based on the state banking sector in Sri Lanka. When it comes to the identified organizational culture factors; organizational control, innovativeness, organizational values, employee engagement and teamwork; organizational control has a significant negative impact on employee commitment. This suggests that higher levels of control, such as close supervision and strict rules and procedures, may hinder employee commitment within the state banks in the Sri Lankan context [60]; [61]. However, these findings reveal a contradictory outcome when compared with some previous studies highlighting the positive effects of organizational control on employee commitment [30]; [31]; [32]; [33]. But, the antecedent; organizational values show a strong significant positive impact on employee commitment, which means when the employees perceive a perfect match of their personal value framework with the established organization values, the likelihood of performing a higher level of commitment. This finding reveals that the administration of a state bank in Sri Lanka should strictly focus their attention on shared values, beliefs, and norms in shaping employee attitudes and behaviors to get the maximum commitment level of the workforce sector [39]; [40]; [41]; [42]. Meanwhile, the innovativeness of the Sri Lankan state banking sector shows a significant positive impact on employee commitment. This reveals that the encouraged innovative ideas, entrepreneurial approaches, and efficient and effective strategies support employees to enhance their commitment levels. Based on the literature, when it comes to the organizational perspective, providing opportunities for expressing new ideas, risk acceptance, and technological advancements in fostering employee commitment [45]; [46] directly enhances organizations' maximum outcome in the long run. Additionally, employee engagement and teamwork were found to have a significant positive impact on employee commitment. When employees are engaged in their work and experience a sense of belonging within a cohesive team, they are more likely to exhibit higher levels of commitment. This finding highlights the importance of fostering employee engagement and creating a collaborative work environment to enhance commitment levels within the state banking sector [34]; [35]; [36] in Sri Lanka. The results of the study recommend the authorities of state banking enhance their attention on reducing excessive control, promoting innovation, reinforcing shared values, and fostering employee engagement and teamwork to fulfill the gaps relevant to employee commitment. By aligning organizational practices with these findings, state-sector banks can improve employee commitment, which, in turn, contributes to organizational performance, productivity, and customer satisfaction [9].

The study has been conducted with a special reference to the Sri Lankan banking sector to evaluate the impact of organizational culture on its employee's commitment level for the stability of the Sri Lankan banking sector as a whole. This provides a platform for future researchers to consider investigating commitment across diverse sectors, taking into account multiple factors beyond organizational culture that influence employee commitment [20] [21] [22].

Meanwhile, it is possible to assess more predictors of employee commitment that may suit different industries rather than the selected four variables in this study. This study directs future scholars to explore insights that affect employee commitment levels more comprehensive manner using a broader range of factors that may apply to different industries as well.

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## 4 Conclusion

In conclusion, the findings of this study emphasize the importance of organizational control, innovativeness, organizational values, employee engagement, and teamwork in shaping employee commitment within the state banking sector in Sri Lanka. By understanding and addressing these factors, organizations can foster a committed workforce, leading to improved organizational effectiveness and overall success.

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## Compliance with ethical standards

### *Acknowledgment*

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### *Disclosure of conflict of interest*

The authors declare no conflicts of interest that could impact the objectivity of the research on "Impact of Organizational Culture on Employees' Commitment: A Study in the Sri Lankan State Banking Sector." They followed ethical guidelines, maintaining independence and transparency. No external funding was received, and the research was solely sponsored by their respective institutions. The authors are committed to upholding integrity and credibility in reporting their findings.

### *Statement of informed consent*

Informed consent was obtained from all individual participants included in the study

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