

Gender Differences on Organizational Commitment: Empirical Evidence from Employees in Sri Lankan Apparel Industry

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ABSTRACT : Organizational commitment is considered as a crucial factor that has a direct impact on organizational outcomes. A systematic empirical study was carried out to address the existing contextual gap and intellectual curiosity on gender differences in organizational commitment on apparel industry workers of Sri Lanka. The main objective of the study was to investigate whether there is a significant difference among male and female employees in terms of the level of organizational commitment in the apparel industry of Sri Lanka. This is an analytical nature study and unit of analysis is individual employees. The survey method was utilized, and 100 employees responded to the author developed questionnaire using random sampling technique. The instrument used to measure organizational commitment was adopted by Allen and Meyers' standard questionnaire which consists of a multi-component model include; affective commitment, continuance commitment, and normative commitment. Reliability and validity of the instruments used were assured. The empirical findings revealed that there is no significant difference between male and female employees in terms of organizational commitment in the apparel industry of Sri Lanka.

Keywords - Apparel Industry, Employees, Gender, Organizational Commitment, Sri Lanka.

1. INTRODUCTION

With the extreme development of the technology, Human resource practitioners have to face a number of challenges along with new trends related to human resource, to manage human resource effectively to be successful in this present turbulent business world. Due to the high imitability of natural resources as a result of advanced technology, undoubtedly human capital has become the central parameter which determines the organizational success through enhancing firm's competitiveness (Yi 2014). Peterson et al. in 2019 (cited by Meyer et al., 2002; Meyer and Maltin, 2010; Mihelic, 2014) commitment is significant in an organizational context as higher organizational performance, lower levels of absenteeism, turnover, work-family conflicts, employee stress as well as higher levels of organizational citizenship behavior is continuously shown by organizationally committed individuals.

With the rise of women's participation in the workforce, gender issues of the workforce took the limelight. Fisher et al. (2010) assert modern workforce consist with the majority of women workers and they display a distinctive span of emotions than men. Work-family life conflict arises with the rise of women employment affected the level of organizational commitment of employees due to lack of sufficient time available to fulfill responsibilities both men and women carry in work as well as family life. With that gender has become a critical determinant of organizational commitment of employees.

One of the central issues Sri Lankan Apparel Industry currently facing is, extreme turnover and high absenteeism of employees. Proving the fact, Rajapakshe in 2018 (cited from Dheerasinghe 2003) states that the average turnover of the industry is around 60% per annum. Further, high employee turnover is a major issue Sri Lankan apparel industry is facing since 2000 and the average monthly labor turnover rate in the medium-scaled apparel industry is recorded as 6.6% from 2000 to 2012 (Rajapakshe 2015).

Empirical evidence has been proved that organizational commitment has a strong link with employee turnover and absenteeism. Atkinson in 2011 (cited by Mathieu and Zajac 1990) assert organizational commitment appeared to have a negative correlation with turnover while positively correlated with attendance. This empirical evidence prove that organizational commitment is a burning issue in the present context which must be addressed by the human resource practitioners to get maximum from their employees which will ultimately address many issues related to organizational outcomes such as turnover.

Significance of the Apparel Industry in this study is Sri Lankan apparel industry continuously reporting high turnover and absenteeism rate which has a direct impact on the commitment level of employees. There is an empirical niche related to the apparel industry in Sri Lankan context which has not yet being addressed by researchers related to commitment.

2. RESEARCH QUESTIONS AND OBJECTIVES

Following questions were formulated as the research question in this study to be answered through a systematic attempt:

Main Research Question:

“Does Sri Lankan apparel industry male employees possess a different level of organizational commitment than female employees?”.

Sub Research questions:

- I. Is there a significant difference between male and female employees in terms of affective commitment?
- II. Is there a significant difference between male and female employees in terms of continuance commitment?
- III. Is there a significant difference between male and female employees in terms of normative commitment?

Being consistent with the above-mentioned research questions one main research objective is primarily focused:

- To investigate whether there is a significant difference among male and female employees in terms of the level of organizational commitment in the apparel industry of Sri Lanka.

3. LITERATURE REVIEW

3.1 Organizational Commitment

Literature comprehensively defines organizational commitment as; “A psychological state that characterizes the employee’s relationship with the organization and has implications for the decision to continue membership in the organization” (Meyer and Allen’s 1991).

Also, Reddit et al. in 2017 (cited in Mowday Steers & Porter 1979) define organizational commitment as acceptance of organizational goals, objectives and values, and employees’ willingness to support company initiatives.

Moreover, Organizational commitment refers to the degree of loyalty shown by employees towards the organizations (Ludviga & Senņikova 2016). A similar idea is presented by Singh and Gupta in 2015 cited from (Mowday et al. 1982) commitment as “the degree of strength of individual’s attachment and involvement with the organization.

Allen & Meyer two prominent researchers in the field of organizational commitment have presented a significant model of organizational commitment consist of three components; affective commitment, continuous commitment, and normative commitment.

Following working definition is developed for the construct “Employees psychological attachment towards achieving organizational objectives”.

3.1.1 Affective Commitment:

Love in 2005 (cited from Meyer & Allen 1991) define affective commitment as; “*Employees feel the desire to remain with the organization because of the connection they feel with the values and goals of the organization*”.

As per Yi (2014) psychological or emotional connection of employees towards the organization is identified as affective commitment.

Affective commitment is reviewed as the right kind of commitment for the organization as it has a greater influence on employees’ performance and behavior as it linked with their psychological aspect.

Following working definition is developed for affective commitment; “Employees emotional attachment and their willingness to stay with the organization”

3.1.2 Continuance Commitment:

“*Continuance commitment is an intention to stay because of the perceived cost of leaving an organization*” Singh and Gupta in 2015 (cited from Meyer & Allen 1991).

The degree to which employees’ loyalty towards the organization which depends on the extent of loss faced by the employee by quitting the job and decided to leave the organization (Mohsen 2016).

Further, Wahn (1998) asserts Continuance commitment depends on the cost employee has to bear due to leaving the organization.

As per the literature continuance commitment attached to the financial aspect of employees which directly linked with the cost of leaving. Although this can be easily built by enhancing benefits provided by the job, this is quickly changing due to technological development as different organizations tend to initiate various benefit schemes.

Following working definition is developed for continuance commitment; “Employee’s adherence towards the organization depends on the degree to which the financial loss they would face by leaving the organization”.

3.1.3. Normative Commitment:

According to (Anari 2012) cited from (Allen and Meyer 1996, p. 253) “*Normative commitment is the commitment based on, a sense of obligation to the organization*”.

Normative commitment is an employee’s obligation towards the organization where they feel that leaving the organization is not the right thing to do (Heizman 2018).

It is the moral of the employees to stay with the organization as they are highly attached to organizational values and believes and the degree to which they feel loyal to the organization. Also, this may highly influence by social pressure.

Following working definition is developed for normative commitment; "Employee's sense of responsibility towards the organization which act as a determinant to stay with the organization".

3.2 Gender & Commitment

Gender has taken the attention of many philosophers in the context of organizational commitment. Many researchers have utilized the knowledge of the job model and gender model under this context. As mentioned by Aven et al. 1993 (cited in Gutek and Cohen 1987, Loscocco 1990) job model implies that both men and women possess equivalent commitment levels while gender model suggests that different levels of commitment are exhibit by men and women in the workplace. Also, Fisher et al. (2010) suggest that men and women perceive organizational commitment in different ways which reflects that there is a direct link between gender and organizational commitment.

Marsden et al. (1993) state a few main factors which may act as determinant of organizational commitment in different genders, those are;

- **Family affiliations.**

Family affiliations view that people who have extensive family ties are such as marriage, children are recorded to have lower organizational commitment which determine, women who have stronger family ties imply lower commitment among women.

- **Traditional breadwinner role in the family.**

It is shown that the person who plays breadwinner role has comparatively higher commitment. Usually, men act as the breadwinner, they are expected to exhibit high commitment than women.

- **The psychological state of men and women.**

Psychological traits of men and women are different, for instance, women express more social affiliative concern than men which leads to have a higher commitment within women.

- **Choices face in the labor market.**

It is revealed that when choices in labor market are limited, the commitment would be higher, and this is mainly related to women as women face more structural barriers and discrimination in the society such as enter into male-dominated occupations.

Further, it has identified that women have more family responsibilities compared to men and working women are probably suffering from work-family conflicts which result in different levels of commitment than men (Ngo and Tsang 1998). Moreover, Peterson et al. (2019) revealed that women tend to show a different level of commitment than men because women will not gain sufficient mentoring than men which tend to hinder the social learning, as well as women will receive little family support than men get which directly influence their level of commitment.

This may disclose that gender may influence organizational commitment differently in men and women employees in their respective workplaces.

4. HYPOTHESES DEVELOPMENT

Organizational commitment is considered one of the critical components in management literature which is also a primary concern of HR practitioners in managing human resources effectively due to the high direct influence done by organizational commitment to organizational outcomes. Marsden et al. (1993) state, high employee commitment will lead to economic growth and productivity in organizational perspective, and in individual standpoint committed employees will be better compensated as well as they will have better career prospects. Commitment is the influencer which leads employees to get the job done effectively.

In the present context, organizations are thriving for cost reductions to maximize profit as well as to ensure their existence in the market. Although organizations primarily focused on cost control and reductions, organizations highly invest in managing human resources. Yet, if employees are not committed, retaining them is impossible, addressing this issue literature recognizes organizational commitment as a strategic element in retaining knowledge and experts within the organization which leads to gain a competitive advantage to the organization (Aladwan et al. 2013). Proving the fact, Atkinson (2011) states that cultivating organizational commitment is identified as a primary method of reducing financial costs relates to employee turnover.

The increase of women's participation on labor force resulted in many dual-career families. The surge of dual-career families leads to work-family life conflicts which directly impact several organizational outcomes (Scandura and Lankau 1997). Due to this reason, organizations tend to revisit their existing strategies to check whether do they need to alter their strategies to get the best out of both male and female workers which lead to increase their commitment towards the organization.

Gender has been considered as a key determinant of organizational commitment which has thoroughly tested in different geographical contexts in different industries. A number of authors have analyzed this factor, and few main findings are; Fisher et al (2010) cited in (Mathieu and Zajac 1990) states women are more committed than men while a contradictory view is suggested by Aydin et al. (2011) that men possess stronger organizational commitment than women. With regard to affective commitment, Mowday et al. (1982) cited from several studies that women show higher attitudinal or affective commitment than men while Grusky (1966) declare greater continuance commitment is exhibit by women compared to men. There's a grey area on normative commitment as not much information available in this area.

Thus, based on the above empirical evidence and logical reflections of authors it is possible to formulate below stated alternative hypotheses to address the issue whether Sri Lankan apparel industry male employees possess a different level of organizational commitment than female employees.

Main Alternative Hypothesis:

H_1 : There is a significant difference between male and female employees in terms of organizational commitment.

Sub Alternative Hypotheses:

H_2 : There is a significant difference between male and female employees in terms of affective commitment.

H_3 : There is a significant difference between male and female employees in terms of continuance commitment.

H_4 : There is a significant difference between male and female employees in terms of normative commitment.

5. OPERATIONALIZATION OF CONSTRUCTS

5.1 Organizational Commitment

Allen and Meyer (1990) assert organizational commitment as; A psychological state of employees that define their relationship with their employer which determines whether they are going to continue to stay in the organization. Further, they suggest a multi-component model of organizational commitment that contain three components namely; affective commitment, continuance commitment, and normative commitment. Affective commitment can be identified as the employee's willingness to stay and connect with the organization. Continuance commitment refers to the employee's decision to stay with the organization due to the cost associate with leaving the organization. Normative commitment describes as an employee's sense of obligation towards the organization.

Considering the above dimensions' organization commitment questionnaire was developed by adopting Allen and Meyer's (1990) organizational commitment standard questionnaire to measure organizational commitment using following dimensions present in Table 1.

Table 1 – Statements for each dimension for measuring organizational commitment.

Dimensions	Statements
Affective Commitment	I would be very happy to spend the rest of my career with this organization.
	I enjoy discussing my organization with people outside it.
	I really feel as if this organization's problems are my own.
	I think that I could easily become as attached to another organization as I am to this one.
	I do not feel like 'part of the family' at my organization.
	I do not feel 'emotionally attached' to this organization.
	This organization has a great deal of personal meaning for me.
	I do not feel a strong sense of belonging to my organization.
Continuance Commitment	I am not afraid of what might happen if I quit my job without having another one lined up.
	It would be very hard for me to leave my organization right now, even if I wanted to.
	Too much in my life would be disrupted if I decided I wanted to leave my organization now.
	It wouldn't be too costly for me to leave my organization now.
	Right now, staying with my organization is a matter of necessity as much as desire.
	I feel that I have too few options to consider leaving this organization.
	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.
	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits I have here.
Normative Commitment	I think that people these days move from company to company too often.
	I do not believe that a person must always be loyal to his or her organization.
	Jumping from organization to organization does not seem at all unethical to me.
	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.
	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.
	I was taught to believe in the value of remaining loyal to one organization.
	Things were better in the days when people stayed with one organization for most of their careers.
	I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.

The level of the instrument was interval and the summated rating received on a 24-item, 5-point Likert scale. With regard to each of statement mentioned above, respondents were asked to rate on 5-point Likert scale and act of transforming into a different variable (with new values from 1 to 5) was done after calculating the composite indexing. The transforming was done by using the following point scale:

Points

8 – 14.4 – Very low level of affective commitment / continuance commitment / normative commitment.

14.5 – 20.8 – Low level of affective commitment / continuance commitment / normative commitment.

20.9 – 27.2 – Moderate level of affective commitment / continuance commitment / normative commitment.

27.3 – 33.6 – High level of affective commitment / continuance commitment / normative commitment.

33.7 – 40 – Very high level of affective commitment / continuance commitment / normative commitment.

5.2 Gender

Gender is considered as a primary determinant of organizational commitment. Different situations and incidents faced by male and female employees in the workplace lead to determine the level of commitment of employees in different genders. Khalili & Asmawi (2012) cited from Marsden et al (1993) describe that women will show an equal level of organizational commitment if they are provided with an equivalent level of work conditions yet as per Peterson et al. (2019) women receive less mentoring and support in the workplace compared to men which impacted their level of commitment.

Considering the above factors gender is considered as a main construct in the current study and respondents' gender is being recorded from the questionnaire. As gender is a nominal variable, respondent's gender has been identified using following statement present in Table 2.

Table 2 – Statements for dimension identified gender of the employee.

Dimension	Statement
Gender of the respondent	Male
	Female

5.3 Validity and Reliability of instruments

5.3.1 Reliability

Cronbach's Alpha test is used to examine the inter-item reliability of the instruments. As per the analysis, Cronbach's Alpha coefficient of each instrument is greater than 0.7 which means that the internal reliability of each instrument is in good level. This depicts from the below Table 3. Based on the results of the Cronbach Alpha test, we can conclude that consistencies of respondent's responses for all items measured are assured.

Table 3 – Results of Cronbach's Alpha

Instrument	Cronbach's Alpha
Affective Commitment	.802
Continuance Commitment	.702
Normative Commitment	.749

5.3.2. Validity

Validity can be identified as the ability of an instrument to measure what is considered to measure. As per Sekaran and Bougie (2010), genuine conceptualization and operationalization support content validity. Content validity of instruments considered in the present study was ensured by the conceptualization presented in literature review and operationalization directly and indirectly by the high internal consistency reliability denoted by Alphas.

6. METHOD

A systematic survey was carried out using a self-administered questionnaire to gather primary data to address the research questions. Allen and Meyer's (1990) standard questionnaire was adopted in developing the questionnaire. The questionnaire contained instruments to measure two constructs, i.e. gender and organizational commitment. Unit of analysis was individual employees in Sri Lankan apparel industry. 100 employees from Sri Lankan apparel industry were randomly chosen as the sample.

This research study conducted on 100 employees in the apparel industry of Sri Lanka consisting of 51 male employees and 49 female employees. Data was collected from both executive and non-executive employees in the apparel industry of Sri Lanka. The majority of the respondents were in the non-executive category. Also, respondents are in different age ranges which represent different generations in which the majority of respondents represent Generation Y followed by Generation X and Generation Z.

7. FINDINGS

This section indicates the findings of the study obtained from the univariate and bivariate analysis, are present below. Under univariate analysis, descriptive statistics were carried out and under bivariate analysis independence sample T-test were performed.

7.1 Organizational Commitment

Based on the data gathered from 100 apparel industry employees of Sri Lanka, descriptive statistics of the dependent variable organizational commitment is presented in Table 4.

Table 4 – Descriptive Statistics of Organizational Commitment.

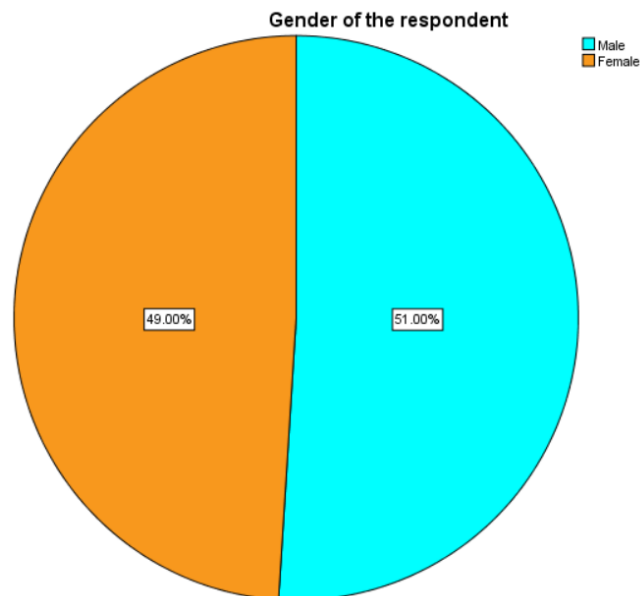
	Organizational Commitment	Affective Commitment	Continuance Commitment	Normative Commitment
Gender (Male)				
Mean	4.3922	4.4510	4.3333	4.4314
Median	4.0000	4.0000	4.0000	4.0000
Standard Deviation	.49309	.50254	.55377	.50020
Skewness	.455	.203	-.027	.286
Gender (Female)				
Mean	4.4898	4.5102	4.2041	4.3469
Median	4.0000	5.0000	4.0000	4.0000
Standard Deviation	.50508	.50508	.45550	.48093
Skewness	0.42	-.042	.801	.664

The Table 4 shows descriptive statistics of organizational commitment. According to Table 4 the mean value recorded on organizational commitment of male employees is 4.3922 and female employees 4.4898. Also, the mean values of on affective commitment of male employees is 4.4510, female employees 4.5102 while mean value of continuance commitment of male employees is 4.3333 and female employees is 4.2041. Further, the mean value of normative commitment of male employees 4.4314 and female employees 4.3469. As all the mean values are greater than 3 this reflects that Sri Lankan apparel industry employees under the study have a higher level of affective commitment, continuance commitment, normative commitment, and their overall organizational commitment is high.

7.2 Gender

Based on the data gathered from 100 apparel industry employees of Sri Lanka, independent variable gender is presented in Figure 1.

Figure 1- Gender distribution of respondents



According to Figure 1 out of 100 respondents' 51 are male employees and 49 are female employees which shows the percentage of male and female employees respectively 51% and 49%.

7.3 Gender difference in Commitment

The main research question of the study is "Does Sri Lankan apparel industry male employees possess a different level of organizational commitment than female employees?". To address this research question based on empirical findings and logical beliefs of researchers, few alternative hypotheses were developed which are;

1. There is a significant difference between male and female employees in terms of organizational commitment.
2. There is a significant difference between male and female employees in terms of affective commitment.
3. There is a significant difference between male and female employees in terms of continuance commitment.
4. There is a significant difference between male and female employees in terms of normative commitment.

To test the validity of the above-mentioned alternative hypotheses, Independence-Sample T-test was carried out. The, Table 5 present the result of the Independence-Sample T-test.

Table 5 – Results of Independence Sample T-test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig	t	df	Sig (2-tailed)
Organizational Commitment	Equal variances assumed	2.281	.134	-.978	98	.330
	Equal variances not assumed			-.978	97.595	.331
Affective Commitment	Equal variances assumed	.409	.524	-.588	98	.558
	Equal variances not assumed			-.588	97.798	.558
Continuance Commitment	Equal variances assumed	7.375	.008	1.272	98	.206
	Equal variances not assumed			1.277	95.753	.205
Normative Commitment	Equal variances assumed	2.690	.104	.860	98	.392
	Equal variances not assumed			.861	98.000	.392

Based on above analysis, organizational commitment has examined and the result shows that there is no significant difference in organizational commitment on male and female employees as the p-value is .330 which is greater than 0.05 ($p > 0.05$). Thus, it is not possible to accept the H_1 alternative hypothesis: *“There is a significant difference between male and female employees in terms of organizational commitment”*. Therefore, there is statistical evidence to claim that, there is no significant difference between male and female employees in terms of organizational commitment in the apparel industry of Sri Lanka.

Moreover, considering affective commitment, there is no significant difference in affective commitment on male and female employees as the p-value is .558 which is greater than 0.05 ($p > 0.05$). Thus, it is not possible to accept the H_2 alternative hypothesis: *“There is a significant difference between male and female employees in terms of affective commitment”*. Therefore, there is statistical evidence to claim that, there is no significant difference between male and female employees in terms of affective commitment in the apparel industry of Sri Lanka.

Also, in terms of continuance commitment; there is no significant difference in continuance commitment on male and female employees as the p-value is .206 which is greater than 0.05 ($p > 0.05$). Thus, it is not possible to accept the H_3 alternative hypothesis: *“There is a significant difference between male and female employees in terms of continuance commitment”*. Therefore, there is statistical evidence to claim that, there is no significant difference between male and female employees in terms of continuance commitment in apparel industry of Sri Lanka.

Further, there is no significant difference resulted in normative commitment on male and female employees as the p-value is .392 which is greater than 0.05 ($p > 0.05$). Thus, it is not possible to accept the H_4 alternative hypothesis: *“There is a significant difference between male and female employees in terms of normative commitment”*. Therefore, there is statistical evidence to claim that, there is no significant difference between male and female employees in terms of normative commitment in the apparel industry of Sri Lanka.

8. DISCUSSION & CONCLUSION

Apparel industry is the backbone of the Sri Lankan economy which highly contributes to the country's GDP. Currently, apparel industry facing a huge turnover issue and according to views of philosophers' organizational commitment has a direct impact on turnover intentions. Surprisingly very few studies have been conducted related to organizational commitment in the Sri Lankan apparel industry. But, organizational commitment in the apparel industry must be focused enormously to address issues currently facing by the industry to uplift industry performance. One of the main findings from literature suggests that generation X and Y employees in apparel industry do not show different organizational commitment levels (Uresha & Kottawatta 2020) which reflects

that influence of age towards commitment is low. Moreover, current study addresses one of the highly debated areas in organizational commitment context with related to the gender of the employee.

It was identified that there is no significant difference between male and female employees in terms of affective commitment in the apparel industry in Sri Lanka. Proving the result Aven et al. (1993) identified that there is no gender difference with respect to affective or attitudinal commitment. But (Mathieu & Zajac 1990) provides a contradictory idea in which women possess a higher affective commitment level than men but the magnitude of the difference reported was very small.

Further, it was found that there is no significant difference between male and female employees in terms of continuance commitment in the apparel industry in Sri Lanka. But literature suggests contrary idea that women tend to show higher level continuance commitment than men as women invested more of their time and effort than men towards their work (Stewart et al 2007; Aven et al., 1993).

Moreover, considering normative commitment study reveal that there is no significant difference between male and female employees in terms of normative commitment in the apparel industry in Sri Lanka. An opposite idea was generated by several authors which Promsri (2018) cited from (Wahn, 1998; Khalili & Awmawi, 2012; Jena, 2015) that women recorded to have a higher level of normative commitment than men. Literature does not provide many details on normative commitment because unlike affective and continuance commitment, there is a gray area in which normative commitment is not exclusively tested in past studies.

Finally, the main research question was addressed by identifying that there is no significant difference between male and female employees in terms of organizational commitment in the apparel industry in Sri Lanka. Literature suggests mixed ideas related to this finding. Proving the finding Khalili & Asmawi (2012) cited from Marsden et al (1993) asserted that both men and women shows a similar level of organizational commitment. Agreeing with that statement Promsri (2018) state there was not significant difference found between male and female employees in terms of organizational commitment among teachers. Adding to that as per (Cohen and Lowenberg's 1990) a significant relationship between gender and commitment cannot be drawn. But an opposite suggestion was stated by (Fisher et al. 2010; Marsden et al. 1993) that men tend to show slightly a higher commitment level than women.

Vast number of factors affect in determining the level of organizational commitment of employees. Proving the fact Khalili & Asmawi (2012) cited from (Meyer & Allen, 1997) declare that personal characteristics like gender, age, and organizational tenure has a high impact on determining the commitment level. Current study findings explain that there is no significant difference between male and female employees in determining the organizational commitment. This can be justified because gender might not highly effect in determining organizational commitment as many other factors affect in predicting organizational commitment. According to Aydin et al. (2011) cited from (Balay 2000) previous work experience, organizational functional factors, demographic features, and situational factors are considered as main factors that impact on determining the organizational commitment level. Another idea is demonstrated by Powell (1990) apart from gender; work behavior, subordinate responses, and employee motivation effect on determining organizational commitment of employees. Considering these factors, it is possible to justify the findings as philosophers have identified ample factors apart from gender which may influence deciding the commitment level of employees.

As the conclusion of the study, it is statistically proved that the Sri Lankan apparel industry male employees do not possess a significantly different level of organizational commitment than female employees which simplifies that there is no significant difference in male and female employees with regard to organizational commitment in the apparel industry of Sri Lanka.

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