

# USAGE OF INFORMATION TECHNOLOGY ON EMPLOYEE COMMITMENT: AIRPORT & AVIATION INDUSTRY IN SRI LANKA (AASL)

## ABSTRACT

The objective of the study was to examine how IT affects the commitment of employees in Airport & Aviation Industry in Sri Lanka (AASL). Based on a review of theoretical background and the literature and exploratory interviews with the participants, three determinant on commitment were identify in this study, including usage of IT, IT infrastructure, IT knowledge management. The population of study constituted of 4000 employees in 19 departments in AASL as a population of interest. The study employed purposive sampling method to select three department from 19 in the population and then random sampling method was used to select 250. Structured questionnaires were used in collecting data. The results of Cronbach's alpha values are greater than 0.7 which is the rule of thumb. To analysis data correlation analysis and multiple regression analysis were used. Four hypotheses were tested and all were accepted. Results indicate that employee background on IT, IT infrastructure and IT knowledge management are affecting by 50.4 percent to employee commitment. In addition, results showed that there is a positive and moderate relationship between employee background on IT and IT knowledge management with employee commitment. Moreover, there is a positive and weak relationship between IT infrastructure and employee commitment.

**Keywords:** Commitment, Usage of IT, IT Infrastructure, IT Knowledge Management, Airport & Aviation Industry in Sri Lanka

## 1. INTRODUCTION

Globalization of market and business competition over the previous few years has changed the business landscape. To respond to business competition, organizations are using new information technologies to provide quality services, achieve cost leaderships and attain sustainable competitive advantages. At that movement, employee is an extremely important person for organizations to understand. Employee commitment has significant to both the employees and the organization. To organization, highly committed employees mean, they lower organization cost continuously. Then, to employees, high commitment to the organization and the job reflects their being in respectable condition as well as positive relationship with the organization, which is advantageous to their daily work life. Committed employees will increase the productivity because the employees emotionally feel at one with the organization and work to achieve organizational goals through attain competitive advantages (Renyut et al, 2017). Moreover, Wołowska (2014) stated, commitment has three main categories named as affective, continuance and normative commitment. Janonienė & Endriulaitienė (2014) stated that emotional commitment was negatively relate to withdrawal behavior such as withholding effort, withdrawal from job.

Modern information technologies can result in employees' working smoother, providing high-quality service as well as deliver more efficient services to customers. Hence, IT played an important role and maintain accuracy of the information as well as save time. However, the advantage of IT is depended on acceptance of employees and nature of utilization of the system (Parvin and Kabir, 2011). Regardless of advantages of IT on high quality service at work place, it can be affected employee job satisfaction (Steven and Schmidt; 2007; Parvin and Kabir, 2011 and Wahab, Umar & Shamsuddin, 2015). If employee unable to adopt to the IT changes, they may quit the organization (Wahab, Umar & Shamsuddin, 2015). Danziger and Dunkle, (2005) reveled that relationship between IT and employee commitment cannot ignored. Therefore relationship between employees acceptance of IT adoption has to be studied to improve employees' efficiency, effectiveness and commitment.

This study is to investigate effects for usage of information technology on employee commitment in the Airport and Aviation Service Industry in Sri Lanka (AASL). AASL is an organization, which started to use information technology from most years back and this organization updating and using modern and recent information technology in today. In general, people may think the commitment of every employee in AASL is high and positive. However, from the preliminary survey, it has been recognized that employee performance is changing when adopting new technology. Human resource data showed that operational level employees' performance was gradually decline from 78% in 2016 to 63% in 2108. Moreover, it is revealed that passenger satisfaction might be negative due to use of information technology by

employees, when they unable to adopt to the new system. Some of the passenger complaints are about non-friendly staff, the updates of information are slow, delays in systems specially ticketing system, bag handling system, security system, announcements system, etc. (Skytrax, 2018).

In AASL, it was recognized that among administrators to face the problem of software update. For example, when new software with different command icons and application setting cause time lost and difficult access old data and information will lead to frustration. From the preliminary survey, further, recognized that problems occurred when transferring files new system, opening related software and slowing down office work. Such a situation affects staff performance, commitment, productivity, emotion, and quality of work.

There has been a debate whether information technology has an effect on employees' commitment. Sadiq, (2012) stated that employees who using information technology highly has a changeable commitment to one another and in some cases employee commitment might be negative. The reason for that is organization can be only benefitted, when different types of problems in the information technology systems and related equipment's caused, and even from time to time, employee capability and knowledge cannot practically apply to their works. Organizations spend giant investments for information technology related training programs to improve their employees' IT knowledge, skills as well as capabilities. However, if information technology knowledge management did not provide properly, IT expert employees in the organization might be discouraged. These problems are caused mostly due to lack of an information technology based on identifying employees appropriately. As a result, employees requires training and support repeatedly (Yaghoubi et al, 2011). Therefore, the balancing of IT usage and employee satisfaction has become a important to enhance their involvement and commitment (Floyd and Wolf, 2010; Harry and Martin, 2010).

These evidence shows that there was some problems in adopting new technology and employee commitment. In human capital management, commitment is different from employee to employee. When concerns about overall employee commitment, organization imagine that, every employee of them has higher commitment and it is positive. However, in real case it cannot be accurate. Employees are the people who have higher diversity. Even though every employee has same facilities, equipment in one work environment the commitment of them is various to each other. If top management of an organization did not understand about this matter in a proper way, that will lead to a giant dispute. Therefore, this study investigating the relationship between IT usage and employee commitment incorporating a case study conducted at Airport and Aviation Service Industry in Sri Lanka (AASL).

The objectives of this study are; (a) to identify how use of information technology and employee commitment, (b) to determine the relationship between employee background on information technology and employee commitment, (c) to determine the relationship between IT infrastructure and employee commitment, and (d) to determine the relationship between IT knowledge management and employee commitment.

## 2. LITERATURE REVIEW

Information technology define as a computer mediated work where a task is completed through the medium of the information system rather than physical strength of the employee (Zuboff, 1985). According to Zuboff, (1985) an informing technology is designed to upgrade or enrich the work processes. There are many research focusses on to identify how IT impact on employees. Thus, in order to understand how technology impacts employee commitment, it is necessary to examine how technology impacts work place.

Huang & Wang (2015) state in at the present time is essential to see the relationship between organization and employees is a core function of human resource management. Organization essential to encourage employee commitment due to significant business strategic and practical in information technology. Commitment of employee is significance for both employee and the organization. If employees have higher commitment, then the employee related cost might be lower and if the commitment is high then employees job related reflects are in good working condition as well as have a positive relationship with the organization. The commitment was directly link with organizational culture. There was correlation between commitments of the employees in IT organizations and other related variables appeared one after another. If have negative or low commitment and it will affect negatively to the organization.

Abrahamyan, Mirzoyan & Santos (2014) state that, employee commitment has been in the center of growing interests and improvement of organization performance. Qiu (2013) stated because of the continuously development of information technology, lives of employee have become changed a lot.

Organizations adopt most recent IT to their organization and employees, at that situation employee commitment might be negative or positive. So that achieve high performance, organization want to consider the emotional states of its employees. Chelliah, Sundarapandiyan & Vinoth (2015) defined organizational commitment is a psychological construction of accountability that an employee has towards the vision and objectives of an organization. Further, Osa & Amos (2014) described the organizational commitment to employees can be used to gain employees support for organization and make the most of the benefits Janoniene & Endriulaitiene (2014) investigate about the relationship between commitment and effort, resistance to change and the negative factors that break down commitment. Researchers briefly presented that there are significant differences between male and female employees commitment. Reason for that, female employees were more affectively and normatively committed than male employees. Seifert et al, (2016) stated that employee commitment was determined by their engagement. When they feel fair treatment, gradually increased their commitment for the organization.

Mousavi & Abady (2008) explained that information technology influence on product quality, service, and organizational practices to achieve competitive advantage. Sibanda & Ramathan (2017) briefly explained information technology discoveries support organizational development however, make challenges too. One of the challenge is IT adoption and how IT use for the strategies. Asproth (2005) explained about the information technology challenges for long-term protection of electronic information.

Kavzoglu, Yilmaz & Sesli (2006) examined, nowadays-technological development and logical research have reached their peaks and resulted in many important developments in communication and information technology systems. It is obvious that such a large size (international) airport has many problems or issues to be considered in improving the quality of the services noticeably for both passengers and employee working at the airport using information technology. Additionally to the operation and security, its effective management is of considerable importance. With the information technology system to be constructed in a web environment, companies having little knowledge about the airport will be enlightened with detailed information and given directions. Besides, necessary protections can be taken with high assurance when a problem or an unpredicted case takes place.

Most airports have been still run by independent information systems designed for different parts of the airport system, for instance passenger services, air traffic services and airport management system. In view of the geographical information system (GIS) applications, airport information systems can be easily identified as an operational GIS application. The main objective of geographical information system is to improve the effectiveness and efficiency of the international airport services.

Airports in throughout the world, are struggling to meet the increasing demand for air travel. For that reason, construction of new infrastructure and improvement of existing facilities are needed. In order to meet mentioned expectation, the necessity of using new information processing technologies has come to a place. An information technology that can provide great advantages due to the accessibility of large amount of spatial data is geographical information systems. An ideal airport IT system should be produced from the combination of a number of sub-systems. Some of these systems include an airport security system, a technology system for terminal services, a flight information system, a system for emergency departments as well as a passenger information system.

Information technological developments should be followed to manage an airport with lowest error and to give best services to airplanes and passengers. In order to build a successful information technology system, data must be structured and managed in a way that helps personnel perform their regular activities much more easily and effectively.

Bill (2003) stated the contributing influences on an individual's attitude towards a new technology in the organization. Beliefs and values, people age, gender and also cognitive ability, organizational social factors were influence to the new information technology. Furthermore, Arthur & Hart (1989) investigated that, the recent explosions of computer use and accessibility in both academic and work settings have made computer literacy almost compulsory, yet there are many individuals who are unfamiliar with computers and information technology. There are individual differences in computer usage and familiarity and one suggested reason for these differences is computer pressure as well as phobia. Foks (2015) explained employees' prior experience with organizational change can have an impact on commitment to change. It is possible that before a change initiative is introduced, an employee has a positive or sometimes negative attitude about the willingness to change by prior experiences. The ability to face present changes is based on previous experiences of employees. When a change is announced, unfortunately employees remember past experience that made that they have expectations about the results and possible risks of change.

Ray, Sormunen & Harris (1999) stated the impact of computer technology on people and their work condition, and the relative comfort of men and women when using computers. The effect of exposure to computer technology and the idea that men and women differ with regard to their interest in as well as reaction to technology has received increasing attention. Men, alternatively, are supposedly more interested in mastering computer commands and want computers with recognition as well features that spread their senses. Santoso (2012) explained the skill-biased technological changes can be defined as the increase in the relative demand for high-skilled workers over low-skilled workers as a result of the introduction of a radically different and complex information technology in the organization. In other words, high-skilled workers have a higher capacity to grasp the always growing development of new as well as complex instruments used in the job. Information technological progress can be attributed towards skilled uselessness giving rise to skills mismatch (skill gap). Pettenati, Giuli & Khaled (2013) explained the development of a multifaceted electronic communications and information environment for learning and research is bringing into focus new roles for the services and staff with responsibility for improving skilled use of networked information resources.

Broady, Chan & Caputi (2010) comparison of older and younger adults' attitudes towards and abilities with computers. Older people's experiences with and attitudes towards computers are negative, for the most part when compared with younger associates. There is a conventional view that older adults are technologically inadequate. Older people were left feeling inadequate and incapable of using computers, lack of learning ability, their being too old and their belief that there was just too much they did not know. IT infrastructure has been viewed as the foundation of IT components (hardware, software, and networks), whereas latest conceptualizations extend IT infrastructure as including shared services, such as data, information, as well as standardized applications. Basically, confirm that organizational capabilities facilitate the impacts of IT infrastructure capabilities on organization performance. That without well-developed IT infrastructures, organization will not succeed in goals and objectives through employees. For that reason, managers must think about IT infrastructure and other IT management capabilities as foundations of organization competitive advantages (Mithas et al, 2011).

Croteau et al, (2001) explain about organizational and information technological infrastructures alignment. Furthermore, Lim & Trimi (2014) investigate the impact of information technology infrastructure flexibility (ITIF) on competitive advantage (CA) of small and medium-sized enterprises (SMEs). ITIF provides organizations with the ability to follow dynamic inter-organizational relationships, business process reengineering, diversification of products and services as well as scalability. In addition, Turner & Lankford (2005) agrees with the Lim. & Trimi (2014) findings. The concept of ITIF and the similarities found when compared to the concept of manufacturing flexibility and competitive advantage. Sustained competitive advantage is attain by organization implementing strategies that achievement internal strengths, through responding to environmental opportunities, while counterbalancing external threats and avoiding internal weaknesses.

Moreover Sirkemaa (2015) explained information technology has a energetic role in organizations today. Both technical and human components are needed in IT infrastructure management and its development. Information technology infrastructure needs to be well matched and flexible as it affects the business value of information technology in the organization. Jabbouriab et al, (2016) investigated the impact of information technology infrastructure on innovation performance (product and services). Attain high efficiency and effectiveness in organizations have need of investment on IT components, such as the internet, office automation, and management information system.

Allahawiah, Mobaideen & Nawaiseh (2013) examined, the role caring about the properties dimensions of IT, emphasize it as it can improve performance, Employee commitment, and improve the level of Knowledge employment, as well as the importance of getting employers and users involved in the process of designing information system and developing it. Bharadwaj, Chauhan & Raman (2015) briefly explained about the types of technology infrastructure are found in an organizational knowledge management systems. Fard & Nda (2013) described, Organizations differentiating on the basis of human resource due to its intangible features such knowledge, skills and commitment of workforce increasingly sees it as vital in order to remain sustainable in the competitive market. Training has been increasing productivity of organizations. It does not only improve employees ingeniously, also provides employee with an opportunity to almost learn their jobs and perform more knowledgeably. Sharabati & Hawajreh (2012) investigated the influence of Organizational Information (OI) on Knowledge Management Practices (KMP). The IT pathway, the emphasis is on using software and the internet to capture information in databases. In the people pathway, emphasis is on creating an environment that care for innovation and the premier possible level of skill utilization. A better considerate of the effect of OI on KMP can be advantageous for all organizations and policy makers.

## The conceptual model of the study

The conceptual model of the study was developed based on the review of the literature done in the field as shown in Figure 1:

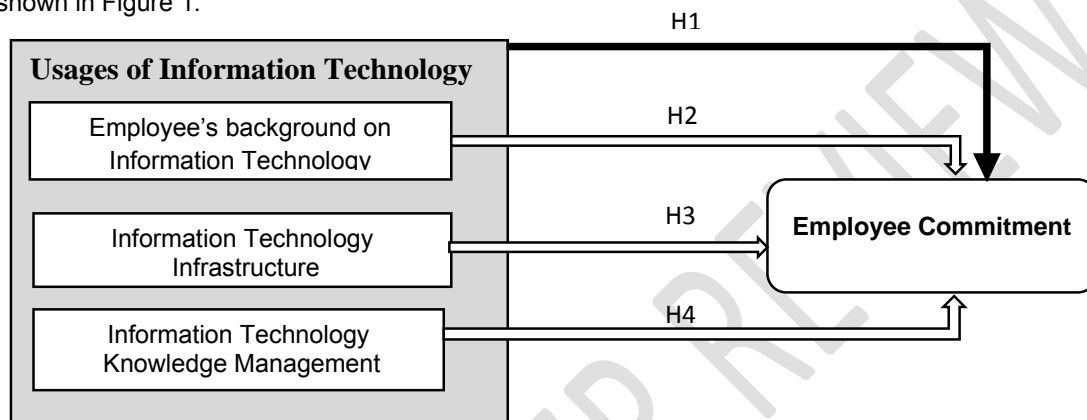


Figure 01: conceptual model of the study

The research hypotheses of the study are as follows;

H1: There is a significant effect of usage of IT on employee commitment.

H2: There is a significant effect of employee background on IT on-employee commitment.

H3: There is a significant effect of IT infrastructure on employee commitment.

H4: There is a significant effect of IT knowledge management on employee commitment.

## 3. RESEARCH METHODOLOGY

The study is cross-sectional in nature whereby the purpose is to describe the level of employee's commitment due to the usage of information technology in AASL. This is a survey research which involved collecting data through questionnaire. The population of study constituted of 4000 employees in 19 departments in AASL as a population of interest. The study employed purposive sampling method to select three department from 19 in the population. Then random sampling method was used to select 250 from those departments and 212 were respondent. Structured questionnaires were used in collecting data. Questionnaire's content validity was assured by using literature. The Cronbach's alpha for measure of internal consistency in the data set, that is, how closely related a set of items are as a specific group. The results of alpha values are noted as a good sign for high internal consistency among items because it is greater than 0.7 which is the rule of thumb. To analysis the data, descriptive statistics, correlational analysis and multiple regression analysis were used.

### 3.1 Ethical considerations for data collection and analysis

Written permission to conduct the research study was obtained from the AASL as well as SLIIT. Furthermore, verbal permission was obtained from the supervisor and module leader. Subjects' consent was obtained before they completed the questionnaires by employees in AASL. The subjects were informed of employee rights to willingly consent or decline to participate, and to withdraw participation at any time without permission from researchers. Subjects were informed about the purpose of the study, the procedures that would be used to collect the data from employees, and assured that there were no potential risks involved for their jobs. Secrecy and privacy of employees were maintained throughout the

study. In this study secrecy was ensured by not requesting the employees name or employment numbers on the questionnaire. Researchers provide assurance in the first page of questionnaire.

## 4. RESULTS & DISCUSSION

### 4.1 Descriptive Statistics

**Table 01:** Descriptive statistics

Variable	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Employee background on IT	3.9	1.0	4.9	3.211	0.8485	0.720
IT infrastructure	3.8	1.1	4.9	3.023	1.1054	1.222
IT knowledge management	3.6	1.0	4.6	2.495	0.9776	0.956
Employee commitment	3.6	1.0	4.6	3.020	0.6425	0.413

The employee background on IT variable has a range of 3.9. The maximum and minimum value for employee background of IT is 4.9 and 1.0 respectively. The mean score for this variable is equal to 3.2, with a standard deviation of 0.8. This is the highest mean score and the variance for this variable is 0.7. The IT infrastructure variable has a range of 3.8. The maximum and minimum value for IT infrastructure is 4.9 and 1.1 respectively. The mean score for this variable is equal to 3, with a standard deviation of 1.1. This is the secondly highest mean score and the variance for this variable is 1.2 as presented in table 01.

The IT knowledge management variable has a range of 3.6. The maximum and minimum value for IT knowledge management is 4.6 and 1 respectively. The mean score for this variable is equal to 2.4, with a standard deviation of 0.9. This is the lowest mean score and the variance for this variable is 0.9. The employee commitment variable has a range of 3.6. The maximum and minimum value for employee commitment is 4.6 and 1 respectively. The mean score for this variable was equal to 3.0 with a standard deviation of 0.6. This is the thirdly highest mean score and the variance for this variable is 0.4 as presented in table 01.

### 4.2 Correlation analysis

**Table 02:** Correlation between independent variables and dependent variable

	Employee background on information technology	Information technology infrastructure	Information technology on knowledge management	Employee commitment
Employee background on IT	1			
IT infrastructure	0.087	1		
IT on knowledge management	0.209**	0.85	1	
Employee commitment	0.518**	0.316**	0.519**	1

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

Table 02 stated that correlation between employee commitment and employee background on IT is  $r=0.5$  which mean, there is a moderate uphill and positive relationship. The number of non-missing

observations for employee background on IT is 212. The positive results explained that the two variables tend to increase together. Overall, if employee background on IT is more supportive to employees then employee commitment might be increase. When employees background on IT with minimum problems the commitment of employees might be high, positively enhanced and improved. The sig (2-tailed) value is 0.000 among employee background on IT and employee commitment. This means that, there is a statistically significant correlation.

The employee background on IT is another component which affects employee commitment. The agreements and disagreements of respondents regarding IT related past experience, IT related skills, risk taking skills, employee involvement, employees IT interesting levels, employee perception, employee belief, self-motivation skills, employee gender and age are the impacts on the above mentioned results. The results show that employee background on IT positively improves employee commitment through the efficient usage of human resources, information sharing, better communicating among the employees and their supervisors hence lead to improve employee commitment.

Table 02 stated that correlation between IT infrastructure and employee commitment is  $r=0.3$  and that result mean, there is a weak and positive relationship. The non-missing observation for IT infrastructure is 212. The positive results explained that the two variables tend to increase together. Overall, if IT infrastructure is more supportive to employees then employee commitment might be increase. The sig (2tailed) value between employee commitment and IT infrastructure is 0.000. This means that, there is a statistically significant correlation.

The IT infrastructure is another main component, which affects employee commitment. The result is a weak correlation because there are several problems within employees regarding IT infrastructure and majority of employees are not committed for IT infrastructure provided by this organization. The agreements and disagreements of respondents in user-friendly systems, software problems, IT related applications, security provided for IT infrastructure, service requirements and data resources might be the reason for above-mentioned result.

The correlation between IT knowledge management and employee commitment is  $r=0.5$  as shown in Table 02 indicated that there is a moderate uphill and positive relationship. The number of non-missing observations for IT knowledge management is 212. The positive results show that the two variables tend to increase together. Overall, if IT knowledge management is more supportive to employees then employee commitment might be increase. When IT knowledge management with minimum problems the commitment of employees might be high, positively enhanced and improved. The sig (2-tailed) value between employee commitment and IT knowledge management is 0.000. This means that, there is a statistically significant correlation.

The IT knowledge management is another main component which affects employee commitment. The agreements and disagreements of respondents in training programs, supervisor support, self-learning motivations, supportive staff and knowledge sharing are positive might be the reasons for above mentioned result.

#### 4.3 Multiple regression analysis

**Table 03: Multiple Regression Analysis**

	Un-std Coefficient B	Std Coefficient Beta	t	p
(Constant)	0.915		5.974	.000
Employee background on IT	0.311	.411	8.210	.000
IT infrastructure	0.142	.245	4.983	.000
IT knowledge management	0.271	.412	8.240	.000

Notes:  $R = 0.710$ ;  $R^2 = 0.504$ ; Adjusted  $R^2 = 0.497$ ; Std. error of estimation = 0.4556;  $F = 70.561$  (0.000).

\* $p < .05$

a. Dependent variable: Employee commitment (constant).

The Table 03 shows the p value related with this F value and its small (0.000). Accordingly, these results explained that in case the employee commitment of the participants' increases, employee background on IT, IT infrastructure and IT knowledge management will also increase and all hypotheses are accepted.

The R value is 0.7 and the R square value of 0.5 explains that employee background on IT, IT infrastructure and IT knowledge management contributes to 50.4 percent of the variance to the employee commitment while the other factors contribute for 49.6 percent of the variability. That means there is 50.4



percent impact of independent variables to dependent variable. This means employee background on IT, IT infrastructure and IT knowledge management are affecting by 50.4 percent to employee commitment.

Table 03 shows that adjusted  $R^2$  is 0.4 which shows a positive value. Adjusted R-square value is always close to R-square as well as it is always lower than R-square. The R-square is 0.5 which is a close value to adjusted  $R^2$  and also lesser than R square. According to regression results shown in Table 3, the adjusted R-square explained 40 percent of the variation in the dependent variable (employee commitment) whereas 60 percent is unexplained. Standard error of the regression is 0.4.

$B_1$  (employee background on IT) = coefficient of 0.3 result explains that any increase in variable employee background on IT and it is expected to increase by 31.1 percent in employee commitment as well. A change in the value of IT employee background on IT will lead to a 0.3 times direct changes in the employee commitment. Table 3 results of standardized beta 0.4 indicated that employee background on IT had the strongest impact on employee commitment. Employee background on IT obtained the second largest beta.

T value of employee background on IT is 8.2 with a significance level of 0.000 (sig < 0.05) and that significant p value is less than 0.05 which indicates that the employee background on IT is a significant predictor of the employee commitment (dependent variable), assuming the other variables (IT infrastructure & IT knowledge management) constant. Thus, the two variables are positively related.  $B_2$  (IT infrastructure) = coefficient of 0.1, which explains that, increase in variable IT infrastructure is expected to increase the employee commitment of 14.2 percent as well. A change in the value of IT infrastructure will lead to a 0.1 times direct changes in the variable employee commitment. When 0.1 of coefficients increase in IT infrastructure, employee commitment also predicted to be higher. The results of standardized beta 0.2 indicated that IT infrastructure had the strongest impact on employee commitment. IT infrastructure obtained the lowest beta.

T value of IT infrastructure is 4.9 with a significance level of 0.000 (sig < 0.05) as well as that significant p value is less than 0.05 which specifies that the IT infrastructure is a significant predictor of the dependent variable, assuming other variables (employee background on IT & IT knowledge management) constant. Thus, the two variables are positively related.  $B_3$  (IT knowledge management) = coefficient of 0.2, which explains that, increase in variable IT knowledge management is expected to increase the employee commitment of 27.1 percent as well. A changes caused in IT knowledge management will lead to a 0.2 times direct changes in the employee commitment. The results of standardized beta 0.4 indicated that IT knowledge management had the strongest impact on employee commitment. IT knowledge management obtained the largest beta.

T value of IT knowledge management is 8.2 with a significance level of 0.000 (sig < 0.05) as well as that significant p value is less than 0.05 which indicates that the usage of IT (independent variable) is a significant predictor of the employee commitment (dependent variable), assuming other variables (IT infrastructure & employee background on IT) constant. Thus, these two variables are positively related.

The value of  $F = 70.5$  with significant value ( $p$ ) = 0.000 is smaller when compared to 0.05. This result specifies, overall the regression model statistically significantly predicts the outcome variable and p value is the significant ANOVA. Through that it clearly shows employee background on IT, IT infrastructure sand IT knowledge management which is the independent variables of this study, reliably predict the employee commitment. Through the results it shows that there is a significance relationship between independent and dependent variables. F value explained that model is fit for the data in the study.

## DISCUSSION AND CONCLUSION

The purpose of this study was to investigate the relationship between employee background on IT, IT infrastructure & IT knowledge management and employee commitment. To achieve the objectives, four hypotheses were tested and all were accepted. The results of the study confirmed that all independent variables have positively and significantly impact towards dependent variable. Objective two is to determine the relationship between employee backgrounds on information technology on employee commitment. Through the results it clearly shows that there is a moderate uphill and positive relationship between employee background on IT and employee commitment. According to that the objective two of this study had achieved. Objective three is to determine the relationship between IT infrastructure on employee commitment. Through the results it clearly shows that there is a weak and positive relationship between IT infrastructure and employee commitment. The objective three of this study had achieved.

Objective four is to determine the relationship between IT knowledge management and employee commitment. Through the results it clearly shows that there is a moderate uphill and positive relationship between IT knowledge management and employee commitment. Therefore, the objective four of the study



was achieved. Objective one is to determine the factors those affect the usage of information technology. This is the main objective of the study. The above mentioned factors are which divided for the easiness of usage of IT which is the main independent variable of this study. These independent variables have positive and significance relationship with dependent variable. The factors which determined are the employee background of IT, IT infrastructure and IT knowledge management. Therefore, main objective of the study was achieved.

Researches had presented some recommendations for the management. As a result of this study following recommendations are offered by the researchers. Management of AASL can pay more attention to the development of IT infrastructure (hardware, software, etc.) and should make employees user friendly to IT infrastructure of the organization as well. Through advanced workshops, training programs, etc. shall be conducted in order to enhance employees' ability on IT infrastructures.

The findings of the study proved that employee commitment to the organization was influenced by existence of training and development and it is therefore recommended that the company should increase employee training in order to support for employee commitment. These training and development programs should be designed in a way that enables employees to gain knowledge and skill of IT for present job and for the next higher job as well. The result of the study is confirmed by previous studies. Mayer et al (2012) also explained, there is a strongest positive correlation with employees work background and employee commitment. In the same context, Mithas et al (1985) confirmed that IT infrastructure would have a positive effect on the commitments. Essentially, results approved that commitment is facilitate the impact of capabilities in IT infrastructure on commitment. These conclusions are in parallel with the research conducted by Amin et al (2013), in accordance to Amin et al (2013) IT KM, training programs has a positive and strong correlation with development, on the job, on time training and off the job training and job performance.

According to McEachern (2001), employee background on IT and employee commitment has positive and significant relationship to each other. It's proved that high information technology employees will leave the organization if their skills are underutilized also support the conclusion. The findings of the study conducted by Lim & Trimi (2014), stated that there is a statistically significant association between IT infrastructure and employee performance in accordance with regression analysis. In addition, King (2009), stated through KM, organizations seek to obtain possibly useful knowledge and make that obtainable to those who can use it which are appropriate for them. Then organization seek to achieve the maximum usage and through that try to influence organizational performance positively. If organization believed this, then the utilization of effective knowledge can be increased by only small percentage and that will be result top greater benefits.

## **RECOMMENDATION, LIMITATIONS AND FURTHER RESEARCH**

Organization should think positively to enhance employee commitment in their organization by supporting the different scope of information technology. Such as: employee background on IT, IT infrastructure & IT knowledge management. This can be done by providing periodic feedback from their employees' regarding employee background on IT, IT infrastructure & IT knowledge management. Provide specific training & development programs for employees to use IT efficiently, involving them more in IT knowledge management, and providing them with more information technology hardware and software, would have introduce adequate information technology applications and systems as needed. The management also should effectively use information technology, through that can improve employee commitment.

The target population of the study consisted of only employees at Katunayaka airport & aviation (headquarters). A limitation of this study is that the sample used was less representative. The sample was taken only from one location. AASL branches are located in other areas also. Such as: Hambantotala, Thalahena, Ratmalana, etc. Another limitation of this study is the questionnaires filled out by respondents were the uniformity of response. The present study is about usage of IT on employee commitment. Employee commitment, as a physiological feeling, is complicated and hard to measure. Moreover, it is subject to the many factors. Therefore, the validity of data might be affected by the subjectivity of informants.

The following future research recommendations made based on the findings from this study. The overall findings of this research can be used to give hints and suggestions on the directions for future research. Since the study variables only account for 50.4 percent of the changes in the employee commitment, it means that 49.6 percent of the employee commitment is determined by other factors. Therefore, a future study can be done using different variables to determine their effect on employee commitment. Some of the factors can be job satisfaction, work environment, supervisor support, employee retention, career

opportunities, work life policies and job characteristics, etc. Through that can obtain in depth understanding of their relationship. This study recommends to be done to imitate other sectors of the employee commitment to find out the effect of information technology on the employee commitment of the firms. Through that can expand the study. That may provide useful information for AASL managers. In future research, if researches have time and opportunity to the sample then sample could have been enlarged.

In order to address future research, researches should target samples that may be generalized to larger populations. This study was limited to respondents in Katunayaka airport & aviation service industry which is the headquarters of AASL. Perhaps future research could examine all of the branches of ASSL which are located in Hambantota, Ratmalana, Thaladena, etc. This will help to explore the effect of differences of employee commitment in aviation industry. Through these, future researchers can judge the commitment of the employees to see how committed employees can perform better in different sectors of aviation industry.

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