A Study of Impact of Organizational Commitment on Employee Engagement and Employee Satisfaction in IT Sector

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Abstract: This study investigates the impact of organizational commitment on employee engagement and employee satisfaction in the IT sector, a field characterized by rapid technological change, high attrition rates, and growing competition for skilled professionals. The research is designed to understand how different dimensions of organizational commitment affective, continuance, and normative affect employees' involvement in their work and their overall job satisfaction. Using a structured questionnaire, data was collected from 150 respondents working across various management levels in IT organizations. The data was analyzed using correlation and ANOVA tests to examine the strength and significance of relationships between the variables. The results highlight that organizational commitment plays a crucial role in shaping employee engagement and satisfaction, with statistically significant relationships observed between job involvement and all three forms of commitment. The findings further reveal that employee engagement and overall organizational commitment vary significantly across different levels of management, with higher levels of commitment and engagement observed among middle and top management employees as compared to those in lower management. This suggests that organizational hierarchy and professional growth influence how employees perceive their roles and responsibilities. The study provides valuable insights for IT organizations to strengthen their HR practices by fostering a supportive work environment, promoting career growth opportunities, and developing strategies to enhance both engagement and satisfaction through commitment-building initiatives. Ultimately, the research underscores the importance of organizational commitment as a critical driver of sustainable employee performance, loyalty, and retention in the IT sector.

Keywords: Organizational commitment, employee engagement, employee satisfaction, IT sector
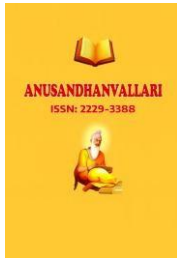
Introduction:

Organisational Commitment:

Organizational commitment refers to the psychological attachment and loyalty an employee feels towards their organization. It's a measure of how strongly an employee identifies with and is involved in their organization. This concept encompasses several key aspects:

➢ **Affective Commitment**: This involves the employee's emotional attachment to, identification with, and involvement in the organization. Employees with high affective commitment continue employment with the organization because they want to.

➢ **Continuance Commitment**: This aspect reflects the awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment remain because they need to, often due to lack of alternatives or high personal investment.

➢ **Normative Commitment**: This represents the feeling of obligation to continue employment. Employees with high normative commitment feel that they ought to remain with the organization, often due to a sense of loyalty or moral obligation.

Employee Engagement:

Employee engagement in the IT sector refers to the level of enthusiasm and dedication that IT professionals exhibit towards their jobs and the company. In this fast-paced and ever-evolving industry, engaged employees are those

who are deeply involved in, and committed to, their work and the success of their organization. They tend to be more productive, innovative, and collaborative, often going above and beyond their job requirements to achieve the best results. High engagement in IT is crucial, as it drives employees to keep up with the latest technological advancements, embrace continuous learning, and adapt to changing market demands. Engaged IT employees are also more likely to contribute positively to their team and company culture, leading to better problem-solving, higher job satisfaction, and reduced turnover rates. In an industry known for its demanding projects and tight deadlines, employee engagement becomes a key indicator of both individual and organizational performance.

Employee Satisfaction:

Employee satisfaction in the IT sector refers to the extent to which employees are content and fulfilled with their jobs and the work environment. This satisfaction is crucial in the IT industry due to its fast-paced and constantly evolving nature, which often demands high levels of adaptability and continuous learning from employees. Factors contributing to employee satisfaction in this sector include competitive salaries, opportunities for career advancement, recognition of achievements, work-life balance, and the provision of challenging and meaningful work. Additionally, given the collaborative and project-based nature of IT work, a supportive and inclusive team environment, along with effective communication and management practices, also play significant roles. High levels of employee satisfaction in the IT sector can lead to increased productivity, innovation, lower turnover rates, and a stronger ability to attract and retain top talent, which are essential for staying competitive in this rapidly advancing field.

In the IT sector, organizational commitment has a profound impact on both employee engagement and satisfaction. Organizational commitment, defined as the emotional and psychological attachment an employee feels towards their organization, is particularly crucial in the dynamic and fast-paced IT industry. Employees who exhibit a strong commitment to their organization are more likely to be engaged in their work. This engagement is characterized by enthusiasm, motivation, and a willingness to go above and beyond job requirements. In the IT sector, where innovation and adaptability are key, such engagement leads to better problem-solving, creativity, and a proactive approach to tackling challenges. Engaged IT professionals are instrumental in driving technological advancements and maintaining the competitive edge of their organizations.

Similarly, organizational commitment significantly influences employee satisfaction in the IT sector. Satisfied employees typically enjoy their work, feel valued, and perceive their career growth opportunities positively. In the IT world, where skills become obsolete rapidly, committed organizations invest in continuous learning and development, fostering employee satisfaction. This satisfaction is also enhanced by other factors such as supportive management, equitable rewards, a positive work culture, and work-life balance – all of which are more likely in organizations with high levels of commitment. Ultimately, in the IT industry, where the war for talent is intense, the ripple effect of organizational commitment on employee satisfaction can be the difference between retaining top talent and losing them to competitors, thereby affecting overall organizational success.

Review of Literature:

1) Naqvi & Bashir (2015). In the research paper "IT-expert retention through organizational commitment: A study of public sector information technology professionals in Pakistan," the authors highlight that organizational commitment is a key determinant in retaining IT professionals, particularly in the public sector where turnover is a critical issue. The study concludes that affective and normative commitment, supported through proper compensation, supervisor support, and continuous training, directly influence the decision of IT employees to remain in the organization. This reflects that organizational commitment not only fosters emotional bonding but also strengthens engagement and satisfaction by providing employees with a sense of belonging and security in their roles.
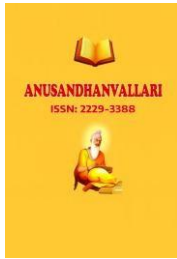
2) Behera & Pattnaik (2019). In the research paper "Organizational Commitment and Job Satisfaction in Information Technology Sector," the findings demonstrate that all three dimensions of organizational commitment affective, continuance, and normative are positively correlated with job satisfaction among IT employees in India. The authors conclude that employees who feel emotionally attached to their organization, perceive high costs of leaving, or believe they are morally obliged to stay, report higher satisfaction levels with their jobs. The study suggests that organizations aiming to increase satisfaction should strengthen these dimensions of commitment through strategies like career growth, fair recognition, and supportive policies, which simultaneously enhance engagement.

3) Mythili & Akalya (2025). In the research paper "Employee Engagement and Organizational Commitment: Evidence from Coimbatore (IT Employees)," the authors establish a strong positive association between organizational commitment and employee engagement in IT companies. The results show that employees with high affective and normative commitment demonstrate greater dedication, vigor, and enthusiasm toward their work. The study concludes that organizational commitment acts as both a driver and an outcome of employee engagement, reinforcing a cycle where engaged employees become more committed, and committed employees remain highly engaged, thereby boosting satisfaction and overall organizational performance.

4) Nigam & Goyal (2023). In the research paper "Impact of HRM Practices on Employee Engagement: An Empirical Study among the Employees of Software Companies," the study demonstrates that human resource practices such as training, rewards, career development, and performance management are highly effective in raising employee engagement levels. The findings conclude that such practices also lead to greater organizational commitment and job satisfaction, as they make employees feel supported and recognized by their employers. By investing in people-oriented HR strategies, IT companies can foster a culture of commitment, where engaged employees are not only satisfied but also loyal to the organization.

5) Sankar (2020). In the research paper "A Study on Employee Engagement among Information Technology Employees," the results indicate that higher engagement directly correlates with higher job satisfaction in IT companies. Employees who perceive their work as meaningful and receive recognition for their efforts report higher satisfaction and develop stronger bonds with their organization. The conclusion emphasizes that engagement acts as a bridge between day-to-day job experiences and long-term organizational commitment, suggesting that fostering engagement will ultimately strengthen satisfaction and retention in the IT sector.

6) Valaei & Rezaei (2016). In the research paper "Employee Satisfaction and Organizational Commitment among Malaysian ICT-SMEs," the authors reveal that employee satisfaction is one of the strongest predictors of organizational commitment, particularly affective commitment. The findings show that satisfied employees are more likely to demonstrate loyalty and align themselves with organizational goals, while dissatisfaction leads to weaker commitment and higher turnover intentions. The study concludes that organizations in the ICT sector must actively enhance satisfaction factors such as job design, recognition, and work-life balance, as these improvements lead directly to stronger commitment and deeper engagement.

7) Suma et al. (2025). In the research paper "Unearthing the impact of organizational citizenship behaviour on employee engagement in the IT sector in Bangalore," the authors find that organizational citizenship behaviour (OCB) employees' willingness to go beyond their formal duties positively influences engagement and indirectly contributes to organizational commitment. The study concludes that when employees voluntarily support their peers, demonstrate initiative, and exhibit loyalty-driven behaviours, they create a positive work culture that elevates both engagement and satisfaction. Thus, encouraging OCB in IT companies can be a strategic approach to fostering long-term commitment and reducing attrition.
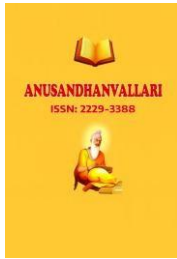
Research Gap:

Although several studies have examined the relationship between organizational commitment, employee engagement, and job satisfaction across different sectors, there remains a notable research gap in the context of the IT sector, which is characterized by high employee mobility, rapid technological change, and intense competition for talent. Existing literature has largely focused on general industries, banking, or manufacturing, with fewer studies deeply analyzing how the unique work environment of IT such as long working hours, project-based roles, and high skill obsolescence shapes the dynamics between commitment, engagement, and satisfaction. Moreover, most studies emphasize either engagement or satisfaction independently, but limited research explores their combined impact alongside organizational commitment in influencing retention and performance among IT employees. Addressing this gap will provide a more holistic understanding of how these constructs interact specifically in the IT sector, thereby offering organizations actionable insights to design strategies that improve employee well-being, strengthen commitment, and reduce attrition.

Research Methodology:

The present study adopts a descriptive research design to examine the impact of organizational commitment on employee engagement in the IT sector. Both primary and secondary data sources were used, with primary data collected through a structured questionnaire administered to 150 respondents selected using a simple random sampling technique to ensure unbiased representation across different management levels. A pilot study was conducted to test the reliability and validity of the questionnaire, and the results confirmed its suitability. Statistical tools such as correlation and ANOVA were applied to test the hypotheses, supported by mean score analysis to interpret variations among groups. This systematic approach ensured the collection of reliable data and facilitated accurate analysis, enabling meaningful insights into the relationship between organizational commitment and employee engagement.

Data Analysis:

The demographic factors are classified and presented below:

Sr.no	Demographic Factor	Category	Frequency	Percent
1	Gender	Male	77	51.3
		Female	73	48.7
2	Age group	Up to 30 Years	38	25.3
		31 to 40 Years	39	26.0
		41 to 50 Years	38	25.3
		Above 50 Years	35	23.3
3	Qualification	Graduate	75	50.0
		Post-graduate	47	31.3
		Professional	28	18.7
4	Level of management	Lower Management	65	43.3
		Middle Management	46	30.7
		Top Management	39	26.0

The demographic profile of the respondents shows a fairly balanced representation in terms of gender, with 77 males and 73 females. The age distribution is also evenly spread, with 38 respondents each in the "up to 30 years" and "41 to 50 years" groups, 39 in the "31 to 40 years" group, and 35 above 50 years, reflecting a diverse age mix. In terms of educational qualifications, the majority are graduates (75), followed by postgraduates (47), while 28 hold professional degrees, indicating a well-qualified sample. Regarding organizational hierarchy, most respondents belong to lower management (65), with 46 in middle management and 39 in top management, providing a balanced perspective across different managerial levels.This information is shown below in bar diagram.
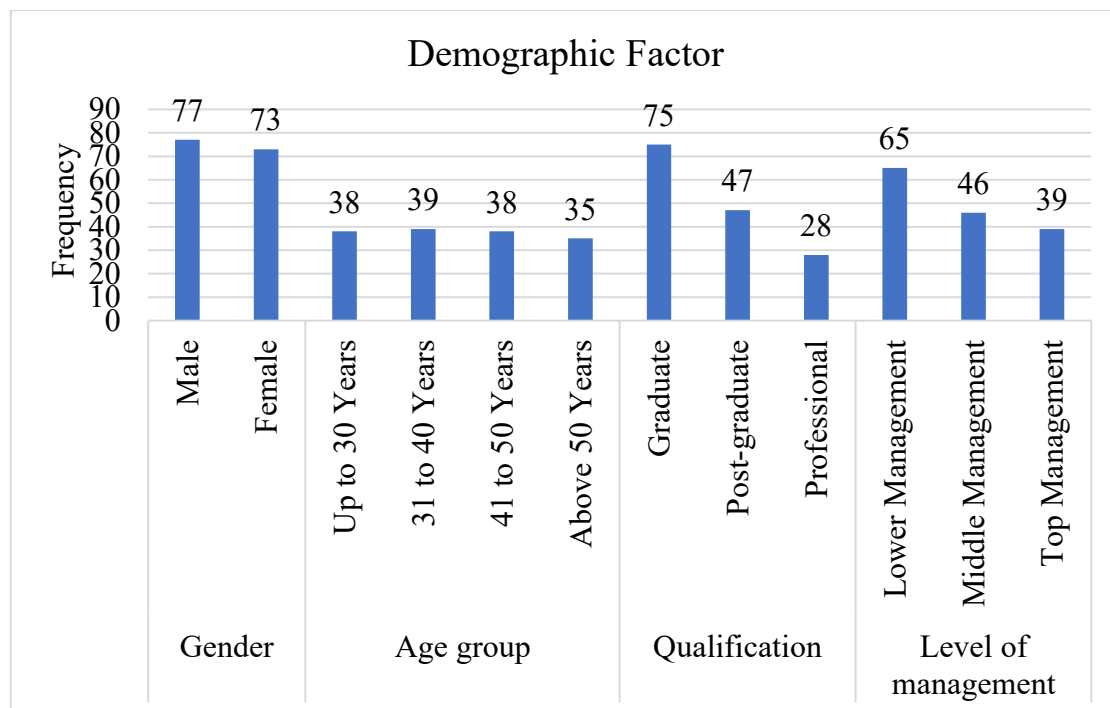

Objective-1: To Study the impact of organisational commitments on employee engagement in IT Sector.

Null Hypothesis H_{01}: There is no impact of organisational commitments on employee engagement in IT Sector.

Alternate Hypothesis H_{11}: There is a impact of organisational commitments on employee engagement in IT Sector.

To test the above null hypothesis, correlation is applied and results are as follows:

Correlations					
		Job Involvement	Affective Commitment	Continuance Commitment	Normative Commitment
Job Involvement	Pearson Correlation	1	.428**	.353**	.366**
	P-value		.000	.000	.000
	N	150	150	150	150
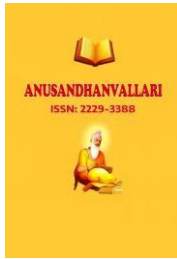
Affective Commitment	Pearson Correlation	.428**	1	.027	.312**
	P-value	.000		.745	.000
	N	150	150	150	150
Continuance Commitment	Pearson Correlation	.353**	.027	1	.188*
	P-value	.000	.745		.021
	N	150	150	150	150
Normative Commitment	Pearson Correlation	.366**	.312**	.188*	1
	P-value	.000	.000	.021	
	N	150	150	150	150
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

Interpretation: The above table indicates that the p-value is 0.000. It is less than the standard p-value of 0.05. Therefore, the correlation is rejected. Hence the null hypothesis is rejected and the alternate hypothesis is accepted.

Conclusion: There is a impact of organisational commitments on employee engagement in IT Sector.

Findings: The correlation table shows the relationship between job involvement and different forms of organizational commitment among 150 respondents. Job involvement has a positive and significant correlation with affective commitment ($r = 0.428$, $p < 0.01$), indicating that employees who are more engaged in their work tend to develop stronger emotional attachment to the organization. Similarly, job involvement is positively related to continuance commitment ($r = 0.353$, $p < 0.01$), suggesting that highly involved employees are also more likely to stay with the organization due to perceived costs of leaving. Furthermore, a significant positive correlation with normative commitment ($r = 0.366$, $p < 0.01$) implies that employees who are more involved in their jobs also feel a greater sense of obligation to remain with the organization. Overall, the results highlight that job involvement is positively associated with all three dimensions of organizational commitment, reinforcing its importance in fostering employee loyalty and retention.

Objective-2: To Study the employee engagement according to level of management in IT Sector.

Null Hypothesis H$_{02}$: There is no significant difference in employee engagement according to level of management in IT Sector.

Alternate Hypothesis H$_{12}$: There is a significant difference in employee engagement according to level of management in IT Sector.

To test the above null hypothesis, ANOVA and F-test is applied and results are as follows:

| ANOVA					
Job Involvement					
	Sum of Squares	df	Mean Square	F	P-value
Between Groups	2465.736	2	1232.868	8.049	.000
Within Groups	22515.598	147	153.167		
Total	24981.333	149			

Interpretation: The above table indicates that the p-value is 0.000. It is less than the standard p-value of 0.05. Therefore, the F- test is rejected. Hence the null hypothesis is rejected and the alternate hypothesis is accepted.

Conclusion: There is a significant difference in employee engagement according to level of management in IT Sector.

Findings: To understand the findings, the mean score are obtained and presented as follows.

Report			
Job Involvement			
Q-6 Level of management at present working place	Mean	N	Std. Deviation
Lower Management	61.7846	65	12.28883
Middle Management	67.7391	46	12.49077
Top Management	71.4872	39	12.38605
Total	66.1333	150	12.94836

The table provides the mean scores for the level of management at a current workplace, categorized into three tiers: Lower Management, Middle Management, and Top Management. These mean scores likely represent some aspect of job satisfaction, performance, or another similar metric. The data shows a clear ascending trend; Lower Management has the lowest mean score at 61.78, indicating a lower level of the measured attribute. Middle Management shows a significant increase with a mean of 67.73, suggesting a higher level in comparison to Lower Management. Top Management has the highest mean score of 71.48, indicating the highest level of the measured attribute among the three groups. This trend suggests that as the management level increases, so does the level of the measured factor, be it satisfaction, performance, or another metric. This information is shown below in the bar diagram.

Employee engagement according to level of management
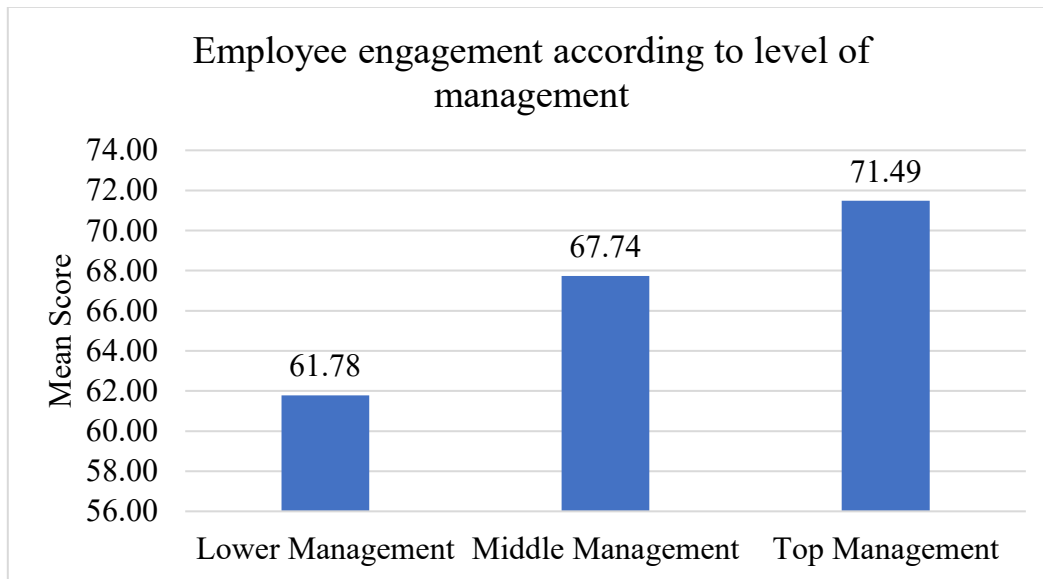
Objective-3: To Study the overall organisation commitment according to level of management in IT Sector.

Null Hypothesis H$_{03}$: There is no significant difference in overall organisation commitment according to level of management in IT Sector.

Alternate Hypothesis H$_{13}$: There is a significant difference in overall organisation commitment according to level of management in IT Sector.

To test the above null hypothesis, ANOVA and F-test is applied and results are as follows:

ANOVA					
Overall Commitment					
	Sum of Squares	df	Mean Square	F	p-value
Between Groups	1292.780	2	646.390	6.129	.003
Within Groups	15502.600	147	105.460		
Total	16795.380	149			

Interpretation: The above table indicates that the p-value is 0.003. It is less than the standard p-value of 0.05. Therefore, the F- test is rejected. Hence the null hypothesis is rejected and the alternate hypothesis is accepted.

Conclusion: There is a significant difference in overall organisation commitment according to level of management in IT Sector.

Findings: To understand the findings, the mean score are obtained and presented as follows.

Report			
Overall Commitment			
Q-6 Level of management at present working place	Mean	N	Std. Deviation

Lower Management	68.1366	65	10.57916
Middle Management	72.4641	46	8.72087
Top Management	75.1564	39	11.37563
Total	71.2889	150	10.61700

The mean scores indicate that the level of overall commitment increases with the position in the organizational hierarchy. Employees in lower management have a mean commitment score of 68.14, which is comparatively lower than their counterparts in higher positions. Middle management employees show a higher mean score of 72.46, suggesting stronger commitment than those in lower management. The highest mean score of 75.16 is observed among top management employees, reflecting the greatest level of overall commitment. This pattern suggests that as employees move up the management levels, their overall commitment to the organization tends to strengthen.
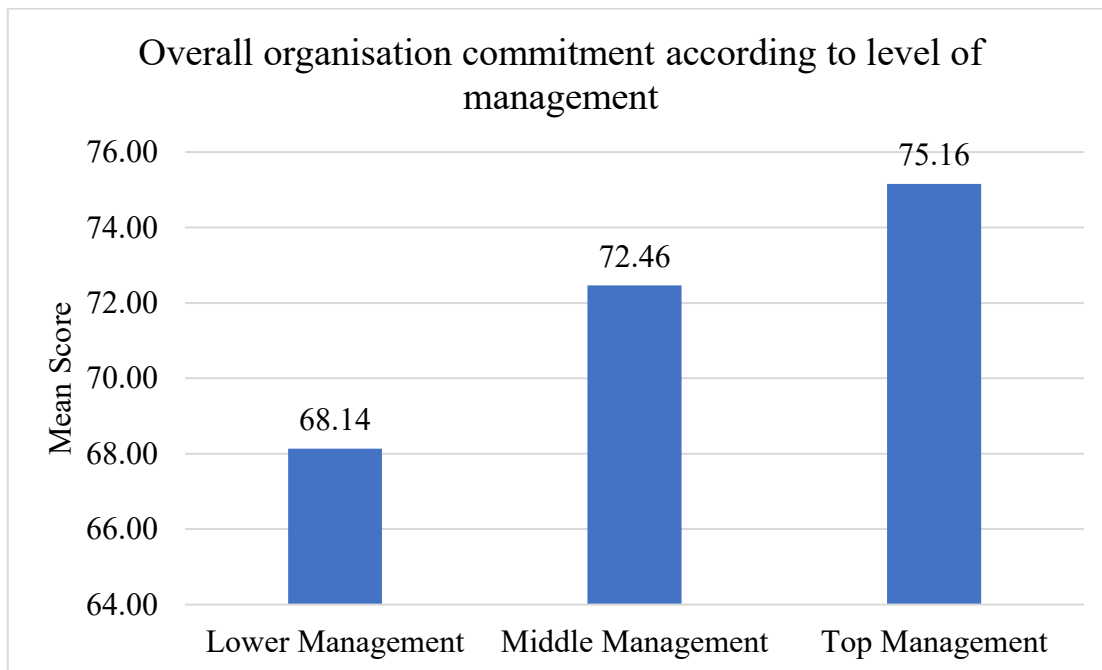
Conclusion:

The overall analysis concludes that organizational commitment has a significant impact on employee engagement in the IT sector, as demonstrated by the positive correlations between job involvement and all three forms of commitment affective, continuance, and normative. Further, employee engagement and overall organizational commitment vary significantly across different levels of management, with results showing an upward trend from lower to middle to top management. Employees in higher managerial positions exhibit greater job involvement and stronger organizational commitment compared to those in lower positions, indicating that senior roles foster deeper engagement and loyalty. These findings highlight the crucial role of organizational commitment in enhancing employee engagement and suggest that fostering commitment at all levels can lead to improved retention, motivation, and performance in the IT sector.

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