INVESTIGATING THE IMPACT OF EMPLOYEE ENGAGEMENT ON ORGANISATIONAL COMMITMENT- A STUDY WITH SPECIFIC REFERENCE TO INDIAN INFORMATION TECHNOLOGY SECTOR

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ABSTRACT

Employee engagement can be stated as the degree of an employee's commitment and involvement in their job to accomplishing the organisational objectives. The engagement level of employees is always observed, to exhibit a positive correlation or relationship with their level of commitment towards the organisation. Thus, it is mostly claimed that the level of commitment and engagement of the employees can determine the performance of the organisation. This study primarily aims at analysing the factors that enhance the levels of engagement of the employees with specific reference to the employees working in IT organisations in Mumbai, India. The study further elaborates the correlation among drivers of employee engagement such as manager characteristics, organisational characteristics and day to day work with organisation's commitment, comprising of affective commitment, normative commitment and continuance commitment. The impact of employee engagement on their organisational commitment is also investigated in the study, besides exploring the relationship between employee engagement and organisational commitment. Finally, the study also suggests certain strategies to be followed by the IT organisations, to enhance the organisational commitment of the employees. Thus, to analyse and examine these factors, both primary, as well as secondary data, were collected for the study. The primary data are gathered from 180 employees working in five top IT organisations in Mumbai namely TCS, CTS, Infosys, Wipro and Tech Mahindra. The data was collected by conducting a survey and supplying a closed-ended questionnaire. The views of the employees on their job, organisation, and top managers, retaining and quitting their job are all analysed in the study. The study has also analysed the relationship of manager characteristics, organisational characteristics and day to day work characteristics with continuance, affective and normative commitment of the employees. From the analysis, it was observed that there exists a positive relationship between the level of employee engagement and their organisational commitment. Finally, depending upon the obtained results, the strategies like the involvement of managers in enhancing the employee commitment, encouraging employees, maintaining a good communication channel, etc. are recommended in the final section of the study.

Keywords: Employee engagement, employee commitment, Information Technology, organisational commitment, organisations.
INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The level of commitment along with the involvement of the employees in their job and towards the organisational objectives can be the simple definition of employee engagement. The concept of employee engagement is defined by Andrew and Kent (2007) as, the level of involvement and satisfaction of the employees besides retaining their enthusiasm for their job. It is also considered to be the basis of several other concepts such as employee commitment, organisational employee behaviour, and job satisfaction. The performance of an organisation can be predicted from the level of engagement and commitment of its employees. It is claimed by Harter, Schmidt, and Hayes (2002) that, engaged employees of an organisation are emotionally attached and highly involved or committed to the organisation. Engaged employees are said to have naturally acquired the awareness about the business works and context. They have also developed an understanding with other employees, altogether resulting in improved performance and organisational benefit. It is highlighted by Baumruk and Gorman (2006) that, it is necessary for its employees to be engaged and committed to working with passion, energy, enthusiasm, and involvement, for the success, productivity and performance of an organisation. Ologbo C. Andrewa and Saudah Sofianb (2012) have found in their research that contribution to the foundation line of the business is more of engaged employees. Their engagement in their job is seen when they provide services to their customers and clients.

Organisations today have become conscious of the fact that, better the level of job satisfaction of the employees, better will be the relationship between the employer and the employee. It is claimed by Simon (2013) that the three crucial drivers in an organisation which links employee engagement are attrition, productivity and profitability. Hence, an organisation will reap productivity from engaged employees. The situation is claimed by Gonrig (2008) as a result of continuous disengagement of the employees in the recent times. Thus, the employee engagement factor has become much more significant than ever before as it helps to achieve success and competitive
advantage for the contemporary organisations. Saks (2006) has also quoted that “Organizational engagement of an employee can be found easily by observing the extent to which he/she is psychologically present in the organisation.” According to Coffman, and Gonzalez- Molina, (2002), as a result of the employees becoming disengaged, their output or the production becomes low along with them becoming less committed to the organisation they work for. Hence, there is a significant requirement to identify and promote employee engagement factors in the organisations. There is an inadequacy of studies exploring and exhibiting the factors that enhance the levels of employee engagement in IT organisations with specific reference to India. This study will aid the IT organisations in India as well the future researchers to understand the factors that will enhance the levels of engagement of the employees in the IT industry. The study aims at providing a clear overview of various facets of employee engagement, by analysing diverse existing studies on employee engagement factors.

1.2 AIM OF THE STUDY

This study aims to analyse the factors that enhance the levels of engagement of the employees working in IT organisations in India.

1.3 OBJECTIVE OF THE STUDY

The primary and secondary objectives of the study are as follows.

1.3.1 PRIMARY OBJECTIVE

To investigate the impact of employee engagement on organisational commitment with specific reference to Information technology companies located in Mumbai, India.

1.3.2 SECONDARY OBJECTIVE

i. To explore the relationship between employee engagement and organisational commitment.

ii. To study the strategies adopted by various IT organisations in India for engaging their employees at workplace.

iii. To analyse the extent to which adopted strategies have been effective in terms of enhancing the levels of organisational commitment of the employees.
1.4 RESEARCH HYPOTHESES

1. There is a correlation between manager characteristics and affective commitment
2. There is a correlation between manager characteristics and normative commitment
3. There is a correlation between manager characteristics and continuance commitment
4. There is a correlation between organisational characteristics and affective commitment
5. There is a correlation between organisational characteristics and normative commitment
6. There is a correlation between organisational characteristics and continuance commitment
7. There is a correlation between day to day work characteristics and affective commitment
8. There is a correlation between day to day work characteristics and normative commitment
9. There is a correlation between day to day work characteristics and continuance commitment

LITERATURE REVIEW

2.1 INTRODUCTION

According to Donald et al. (2005), the employees who are emotionally and intellectually bound the organisation they work for, are termed to be engaged employees. They are characterized to feel passionate about the goals and objectives of the organisation and be committed to its values. The truly engaged employees are stated to work to the fullest, having attracted and inspired by their individual work with full commitment. Such aspects of the employees are channelized to drive the organisation towards success. It is stated by Fredrickson, Tugade, and Larkin, (2003) that, the higher the level of employee engagement, more their commitment towards the organisation.

2.2 RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND ORGANISATIONAL COMMITMENT

As stated by Kahn (1990), an engaged employee outstands other employees, travelling an extra mile ahead of the basic requirements for his/ her job. Thus, in today’s competitive environment, every sector, especially the IT organisations are in need of engaged employees. It is also
stated that the engaged workforce can create a competitive advantage for the organisation. There is a strategic importance of organisational commitment for the employer as it is a predictor of the financial returns which an organisation could generate. (Chambers, 1998). The role of managers is stated to be significant in enhancing the level of engagement of the employees, and they require to be conscious of the resources, time and effort put forth to utilise them. According to the views of Kahn, 1990; Saks, 2006; Macey and Schneider 2008; Sparrow and Balain, 2010; they have argued that there lies a difference between organisational commitment and employee engagement. Engagement varies even when an employee is committed to the organisation. According to Mathieu and Zajac (1990), lack of engagement of employees will not lead the organisation towards its objectives and success in the market. Thus, every IT organisation feels and understands the importance of adopting strategies to keep their employees engaged in the workplace. As per the observations of Hackett et al., (2001) it has been claimed that the job becomes the core of an employee’s personal character when his engagement is high in the job. The study by Nelson, (2002) also highlights the importance of implementing plans for employee retention, since, not every employee working for the organisation is engaged. Employee retention plans are stated, to retain the top talent of the organisation.

2.3 STRATEGIES ADOPTED BY VARIOUS IT ORGANISATIONS IN INDIA TO ENGAGE THEIR EMPLOYEES AT WORKPLACE

Significant strategies are recommended by MacLeod and Clarke (2009) to engage the employees in an organisation. It is stated that efficient strategies are to be followed by the managers of the organisation to keep their employees engaged and promoted. The managers require demonstrating honesty and integrity, establishing effective and strong commitment to diversity. They also need to assist employees in identifying solutions to the problems; take and provide responsibilities for successes as well as failures and set probabilistic expectations for the throughout. Employee engagement is a concept defined beyond the concept of simply retaining the employee in the organisation. Engagement of employee
requires consideration towards his needs and the psychological contract they share with the organization (Jyotsna Bhatnagar and Soumendu Biswas). It is stated by Forstenlechner, and Lettice, (2008) that giving importance to employees will enhance their engagement in work, in turn enhancing their commitment towards the organisation. The importance laid on the employees’ organisation may be demonstrated as promotions, appreciations and awards, which motivate them for better results. Markos and Sandhya (2010) mentioned in their research that usually a growth of double-digits is can be seen in engaged employees of the organisations. According to Kahn(1990), respect and care; demonstration of passion for success and growth in the market; motivating employee morale; offering organisational support; keeping the goals and strategies transparent are stated to be the employee engagement factors. They could collectively result in employee retention with commitment towards the organisation. Hence, the retention of employees is said to be enhanced by focusing on providing them with their responsibilities to exploit their full potential, priorities and duties. According to Macey, and Schneider, (2008), proper and enhanced two-way communication between the employees and the managers is said to encourage and engage the employees, consequently enhancing their commitment towards the organisation. There are three ways to engage with employees, each of which has its own strengths. (1) Informative Engagement: One-way information; (2) Reciprocal Engagement: Two-way information; (3) Dynamic Engagement: Real-time and intelligent use of information (Whelan, 2014). Employee engagement measurement tool should be designed to bring about company-wide change to create sustainable growth (Reilly, 2014). Telus, one of the leading telecommunications companies in Canada, increased their engagement levels from 53% to 83% by changing their leadership philosophy, focusing on employee learning, and creating a culture of recognition and reciprocity (Bersin, 2014).

**RESEARCH METHODOLOGY**

This section of the study, describes in brief the research paradigm, research approach, the procedures and research design adopted during the process of the study.
The section also presents the types of data used for the study and the methods adopted for the collection of data. The research paradigm generally falls into two categories, (1) Positivism and (2) Interpretivism.

3.1 RESEARCH PARADIGM
According to Srinagesh (2006), the positivist paradigm is objective in nature and is also known as the quantitative research paradigm. It can also be referred to as a deductive research approach that gathers data to test research hypotheses proposed during the study using statistical tools to analyse and interpret the data. On the other hand, as stated by Clark and Adler (2010), the qualitative approach is subjective in nature and also referred to as inductive research approach that gathers data through observations, text analysis, and interviews.

3.2 RESEARCH DESIGN
Research design presents the strategy, structure and plan of investigation adopted in the study. The current study follows a descriptive research design as it is best used to analyse and provide an effective solution for a specific problem or phenomenon. It is also used to exemplify systematically the problem identified in the research. Thus, as the current study aims at examining the role of employee engagement factors with relation to organisational commitment, a descriptive research design is adopted in the study.

3.3 RESEARCH APPROACHES
There are two commonly used research approaches, 1) Qualitative research approach and 2) Quantitative research approach. The research paradigm adopted in the study is a quantitative approach and thus, the positivist paradigm is adopted. Both the primary as well as secondary data types are used in the study. According to Hunter and Dantzker (2011), the process of collecting effective and appropriate data from various sources such as books, websites, journals, magazines, newspapers and scholarly works is called as the process of secondary data collection. The method adopted to select the target respondents from a huge population, for obtaining primary data, is referred to as the sampling design. And there are two commonly used sampling techniques, 1) Probability sampling and 2) Non-Probability sampling. The sampling design
3.4 PARTICIPANTS

The survey has been conducted from the top five Information Technology organisations of Mumbai (n=180). The organisations covered under the scope of the study are TCS, CTS, Infosys, Wipro and Tech Mahindra. According to the demographics, most of the respondents are male (males = 66.1% and females = 33.9%). Respondents were mostly belonging to the age group of 21 to 55 years (n=180; 34.4%) thereafter, the second highest number of employees belong to the age group of 25 - 35 years (n=180; 56%). The third place was held by members falling in the age range of 45 - 55 years (n=180; 17.2%) and thereafter the respondents hailed from the age group of 35 - 45 years (n=180; 10.6%). The least number of respondents were of the age group of above 55 years (n=180; 6.7%). Equal proportion of employees were selected from each organization (n=180; 20% each). Employees were also selected on the basis of their work experience. Maximum respondents had more than 8 years of experience (n=180; 35%) and people were 2 to 5 years of experience were the second highest to participate in survey (n=180; 28.3). third place was secured by the employees having less than 2 years of experience (n=180; 21.1%); least number of employees who participated in the survey were having 5-8 years of experience (n=180; 15.6).

3.5 INSTRUMENTS FOR SURVEY

Primary data for the study was gathered from 180 employees working in top five IT organisations in Mumbai. The data for the analysis was gathered from the responses obtained from a closed-ended questionnaire supplied to the employees. The questions were framed under two segments, namely, organisation's commitment (include affective commitment, continuance commitment and normative commitment) and drivers of employee engagement (includes day to day engagement activities, organisational characteristics, manager characteristics). The first section organisation commitment includes 24 items developed by Meyer & Allen (1990). The second section, drivers
of employee engagement includes 25 items (Employee engagement survey, 2004). The sampling design adopted for gathering the primary data for the study is probability sampling technique where simple random sampling design is adopted in to collect quantitative data by conducting a survey.

3.6 STATISTICAL TOOL ADOPTED FOR ANALYSIS

The statistical tool, SPSS is used to analyse the statistical data obtained from the study. The collected primary data, as well as secondary data, are ensured for validity and reliability. The data gathered by adopting all these procedures is analysed using SPSS tools, and the results are presented in the conclusion section. After applying the SPSS tool we can derive that there exists a correlation between manager characteristics; organisational characteristics and day to day work with respect to affective, normative and continuance commitment with each variable of employee engagement.

DISCUSSION

4.1 INTRODUCTION

This section presents the discussion on the analysis of the data gathered from 180 employees working in Five top IT organisations in Mumbai. Out of 180 employees, 66.1% of the respondents were males and 33.9% were females. In the survey, maximum number of respondents; 34.4% of the respondents belonged to 21 – 25 years age group. The target organisations selected for gathering the primary data are TCS, CTS, Infosys, Wipro and Tech Mahindra. From each organisation equal proportion of the respondents were interviewed. The data for the analysis was gathered from the responses obtained for a closed-ended questionnaire supplied to the employees. The questionnaire focuses on observing the opinion of the employees about their job, career, organisation and managers and helps in studying the degree of engagement in their jobs. About 35.0% of the respondents had work experience of more than 8 years.
4.2 OPINION OF EMPLOYEES ABOUT LEAVING AND RETAINING THEIR CAREER IN THEIR CURRENT ORGANISATION

From the analysis of data gathered from the survey some observations were made. 60.6% of the respondents who were employees of top IT organisations agreed that they would be happy to spend the rest of their career in their current organization. And 73.3% even enjoy discussing about their organisation with people outside it. It can also be observed that 72.8% employees feel as if the organisation's problems are their own problems. On the other hand, it was also observed that 75.6% respondents think, they could easily get attached to another organisation as much as they are to their current organisation. Approximately, 75.0% respondents were also observed to agree that, they do not feel like being 'a part of the family' at their organisation and 68.9% respondents like being 'emotionally attached' to the organisation. From the analysis we found 37.2% of the respondents agreed that their organisation has a great deal of personal meaning for them and 68.9% respondents agree that they do not feel a sense of belonging to their organisation. Around 57.8% respondents were also found to agree that they are not afraid of what might happen if they quit their job without having another one lined up but at the same time. Contradistinction, 65.0% of the respondents said in the survey that it would be hard for them to leave their organisation instantly even if they wanted to and 67.2% respondents feel that their lives would be significantly affected by this decision and that of the employees mentioned that the course of their life might turn upside down if they decide to leave their current organisation instantaneously. It is also stated by Fredrickson, Tugade, and Larkin, (2003) that, the higher the level of employee engagement, more their commitment towards the organisation. 36.7% respondents were also found to agree that, it wouldn't be too costly for them to leave their organisation immediately. Staying with their organisation is a matter of necessity as much as of desire for 47.2% of the respondents. Nearly, 32.8% respondents were also found feeling the decision to leave the organisation was supported by only a few factors. One of the few serious consequences of leaving their organisation
for 72.2% respondents would be the scarcity of available alternatives. One of the major reasons stated by 73.3% respondents for continuing to work for the present organisation is that leaving would require considerable personal sacrifice. Another organisation may not match the overall benefits they enjoy currently. It was also evident that 61.7% respondents that people these days, move from a company to the company too often. 62.2% respondents do not believe that a person must always be loyal to his or her organisation. Gradually moving to other aspects, 56.1% respondents also feel jumping from an organisation to the organisation does not at all seem unethical to them. 76.7% respondents were observed to agree that, one of the major reasons they continue to work for their current organisation is they believe that loyalty is important and, therefore, feel a sense of moral obligation to remain. If they got another offer for a better job elsewhere 79.4% respondents would not feel it was right to leave their employer. Almost 83.3% respondents also agreed that they were taught to believe in the value of remaining loyal to one organisation; Nearly, 64.4% respondents think that things were better in the days when people stayed with one organisation for most of their careers. 42.2% respondents have an opinion that they do not think that wanting to be a 'company man' or 'company woman' is sensible anymore. As stated by Donald et al. (2005), the employees who are emotionally and intellectually bound the organisation they work for are termed to be engaged employees.

**4.3 OPINION OF EMPLOYEES ABOUT THEIR ORGANISATION AND MANAGERS:**
The analysis of acquired responses made evident that, 67.8% of the employees agree that their organisation, ensures connection between work and organisational strategy. 55.0% employees understand how work projects are to be completed; 73.9% of the respondents understands the importance of job to organisational success; 36.1% employees feel that their organisation have effective internal communication; 49.4% of the respondents are believed to emphasise on integrity and promotes innovation. MacLeod and Clarke (2009) claim that, efficient strategies are to be followed by the managers of the organisation in order to keep their
employees engaged. It was also made evident from the analysis of obtained results that, 35.0% of the respondents agreed that their organization promotes innovation. 66.7% of the respondents agree that their manager demonstrates strong commitment to diversity; 70.6% employees think that their manager demonstrates integrity and honesty; 60.0% that he adapts to changing circumstances; clearly articulates organisational goals; 80.0% feels he sets realistic performance expectations; 71.1% have agreed that manager see job skills; 67.2% says he helps in finding solutions to problems; 55.0% employees said manager puts the right people at the right time in the right roles; 57.2% of the respondents said their manager encourages and manages innovation; 62.2% feels he accepts responsibility for successes and failure; 66.1% think he accurately evaluates employee potential; 77.8% feels their manager demonstrates passion to succeed; 39.4% feels he respects employees as individuals; 54.4% agreed he is open to new ideas; 30.0% commented that managers defends direct reports; 74.4% says he cares about employees; 79.4% feels he has good reputation and breaks down projects into manageable components and ensures analytical thinking.

4.4 HYPOTHESIS TESTING

Hypothesis testing

Hypothesis – 1

There is a correlation between manager characteristics and affective commitment

In order test whether there is a significant correlation between manager characteristics and affective commitment, a pearson correlation test was applied by using SPSS.

(Refer Table 1 Here)

1. From the Pearson correlation test for the hypothesis 1, it can be observed that the value of Pearson correlation coefficient is 0.35 and its corresponding p value is 0.000<0.05 ensuring that, there is a positive and significant correlation between manager characteristics and affective commitment.
Hypothesis – 2
There is a correlation between manager characteristics and normative commitment
(Refer Table 2 Here)

For the hypothesis 2, it is observed that the value of Pearson correlation coefficient is \(-0.06\) and its corresponding p value is \(0.424 > 0.05\) inferring that, there is a negative and non-significant correlation between manager characteristics and normative commitment.

Hypothesis – 3
There is a correlation between manager characteristics and continuance commitment
(Refer Table 3 Here)

For the hypothesis 3, it is observed that the value of Pearson correlation coefficient is \(0.016\) and its corresponding p value is \(0.829 > 0.05\) inferring that, there is a positive and non-significant correlation between manager characteristics and continuance commitment.

Hypothesis – 4
There is a correlation between organizational characteristics and affective commitment
(Refer Table 4 Here)

For the hypothesis 4, it can be observed that the value of Pearson correlation coefficient is \(0.358\) and its corresponding p value is \(0.000 < 0.05\) ensuring that, there is a positive and significant correlation between organisational characteristics and affective commitment.

Hypothesis – 5
There is a correlation between organizational characteristics and normative commitment
(Refer Table 5 Here)

For the hypothesis 5, it can be observed that the value of Pearson correlation coefficient is \(0.225\) and its corresponding p value is \(0.000 < 0.05\) ensuring that, there is a positive and significant correlation between organisational characteristics and commitment.

Hypothesis – 6
There is a correlation between organizational characteristics and continuance commitment
(Refer Table 6 Here)
For the hypothesis 6, it can be observed that the value of Pearson correlation coefficient is 0.111 and its corresponding p value is 0.139>0.05 inferring that, there is a positive and non-significant correlation between organisational characteristics and continuance commitment.

**Hypothesis – 7**  
There is a correlation between day to day work characteristics and affective commitment  
*(Refer Table 7 Here)*  
For the hypothesis 7, it can be observed that the value of Pearson correlation coefficient is 0.225 and its corresponding p value is 0.002<0.05 ensuring that, there is a positive and significant correlation between day to day work characteristics and affective commitment.

**Hypothesis – 8**  
There is a correlation between day to day work characteristics and normative commitment  
*(Refer Table 8 Here)*  
For the hypothesis 8, it can be observed that the value of Pearson correlation coefficient is -0.048 and its corresponding p value is 0.525>0.05 inferring that, there is a negative and non-significant correlation between day to day work characteristics and normative commitment.

**Hypothesis – 9**  
There is a correlation between day to day work characteristics and continuance commitment  
*(Refer Table 9 Here)*  
For the hypothesis 9, it can be observed that the value of Pearson correlation coefficient is -0.119 and its corresponding p value is 0.113>0.05 inferring that, there is a negative and non-significant correlation between day to day work characteristics and continuance commitment.

**CONCLUSION**  
The conclusion part presents the significant findings obtained from the study. The study has inferred from the results drawn that the employees were found to be happy in continuing their career for the rest of their lives and they even enjoy talking about their organization with others. But, contrastingly maximum employees also feel that leaving the organisation won’t cause them much problem if they have alternative options in hand to switch. Employees were also
observed feeling that the problems of their organisation are their own problems. While in contrast to it, they agreed that they can easily get attached to other organization as they are to this one. As, with current organization they neither feel like being 'a part of the family' and nor being 'emotionally attached' to it. Hence, overall inference proves that employees don't exhibit a high level of commitment towards their organisation. Many employees agreed that working in top IT organisations, that they are not afraid of losing their job. Though, the course of their life could be disrupted, in absence of another job lined up for them, if they leave the organisation where they are working at present. It can also be inferred that, before leaving current organisation, the employees would only consider very few options but it will not cost much for them to continue their career in another organisation. The aforementioned feelings of employees emerged from the fact that many of them don’t feel a sense of belonging with their current organisation. Thus, continuing with the job in-hand for them is more a matter of necessity than choice. The results also brought an eye-opening fact regarding the attitude of employees. It was observed that certain employees often move from one organisation to another and such employees don’t feel that switching job is unethical. However, they feel, it is significant to be loyal to the organisation and thus sometimes they continue to work for the same organisation. The rationale behind the same is that majority of employees feel that another organisation may not be able to provide them the overall benefits that they are availing in present organisation. Some of them do feel a sense of moral obligation towards their organisations. It can also be concluded that the employees possess a positive view about their organisation; its strategies; work of nature; success; reputation and innovation factors. It can also be inferred that the top managers are also committed; demonstrate integrity and honesty; focus towards organisational goals; credit job skills; encourage and manage the employees under them. Thus, the nature of the managers and the organisation prove to be a major factor of motivation for the employees. It can be concluded that it is important if the employees continues to be committed towards the organisation then there exists a positive relationship between
these two factors, leading the organisation towards success. The attitude of the top managers, the aim and focus of the organisation in promoting the organisation as well as the employees are found to be the significant factors. They facilitate the commitment of the employees and in turn enhance the level of their job satisfaction. Thus, it is evident that there is a positive and significant correlation between manager characteristics and affective commitment. There also exists a negative and non-significant correlation between manager characteristics and normative commitment. Also, there is a positive and non-significant correlation between manager characteristics and continuance commitment. It can also be concluded that there is a positive and significant correlation between organisational characteristics and affective and normative commitment while there is found to be a positive and non-significant correlation between organisational characteristics and continuance commitment. Analysing the day to day work characteristics, it can be concluded that, there is a positive and significant correlation between day to day work characteristics and affective commitment. But, there still remains, a negative and non-significant correlation between day to day work characteristics along with normative and continuance commitment.

RECOMMENDATIONS
After the analysis of the study, few strategies can be recommended to the IT organisations, to enhance the level of engagement of their employees that in turn would assure their commitment to the organisation. Some of the recommendations mentioned below are as follows.

Commitment of the Managers:
It is important to the organisations and the managers to contribute towards enhancing the employee engagement. It can thus be recommended that it is important for the managers to exhibit strong and effective commitment to integrating and encourage employees towards being committed.

Motivate Employees:
The employee expectations can be identified and fulfilled as a means of encouragement. The employees should be encouraged with a sense of being recognised for their work and commitment.
Enhance the Communication Between Managers and Employees:
As communication stays vital in holding on to relationships in a healthy manner, it is important for the top managers to maintain good communication channels and standards between them and the employees. The engagement strategy also needs to be adequately communicated to the employees. It covers the elements like significance of the employee engagement in terms of outcomes and profits. Also, engagement strategy caters to results of the engagement survey; organisational goals and actions that will be taken in order to motivate the employees.

Empower Employees:
The employees need to be given opportunities to exhibit their view and ideas. When they are made to feel their opinion matters and that they form the driving force of something successful, they are more engaged and tend to work harder. Thus, it can be stated that recognition, appreciation, trust, healthy communication and encouragement as a whole can make the level of engagement of the employees higher. In turn, it would also enhance the degree of organizational commitment in them.

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List of Tables:

Table 1: correlation between manager characteristics and affective commitment

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

Table 2: Correlation between manager characteristics and normative commitment

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Table 4: Correlation between organizational characteristics and affective commitment

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

Table 5: Correlation between organizational characteristics and normative commitment

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

### Table 6: Correlation between organizational characteristics and continuance commitment

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### Table 7: Correlation between day to day work characteristics and affective commitment

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**. Correlation is significant at the 0.01 level (2-tailed).
Table 8: Correlation between day to day work characteristics and normative commitment

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Table 9: Correlation between day to day work characteristics and continuance commitment

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