



FACTORS INFLUENCING EMPLOYEE COMMITMENT IN I.T COMPANIES – A STUDY WITH REFERENCE TO CHENNAI CITY.

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Introduction

Employee commitment is an indispensable concept in every successful organisation, in order to understand and study the critical elements of an organisation, employee commitment stands as an important base. Biographical characteristics of the employees have a direct effect on job attitude and job commitment (**chung chieh lee, chin-jen chen 2013**). The more motivation employees have, the more committed they turn towards the organisation. The goal of every **organisation is achieving strategies objectives in effective manner which could be possible** only by the committed & motivated employees and also result in a prolonged productivity, employee commitment as a strong influence in efficient functioning of organisation (**Zafar gul 2015**).

A committed employee finds a new way to bring out innovative aspects and prolonged effective productivity in the organisation. Committed employees are considered to be the organisation. Identifying the employees' perspective towards organisational commitment is very vital (**Sayani Ghosh, Swamy D.R 2014**). A culture of employee commitment and engagement leads to a culture of performance (**Amena Shahid & Shahid M . Azhar 2013**).

Organisational commitment and Normative commitment has a positive and significant relationship on employees' job performance (**Negin Memari , Omid Mahdih 2013**). Healthy & effective & potential work environment will have a direct impact on employees' commitment and performance (**Ushie , E.M , Agba , A.M Ogaboh & Chimaobi Okorie 2015**).

Change management concept is being centered on people to play an effective role during organisational change which in turn enhances the employee capability. (shweta Maheswari, 2015).

Shum et al (2008) study is about a project on customer relationship management in banks found that organisations merely throw lights & emphasis on technological issues and completely ignore people-related issues. Increasing awareness & influence practices may increase the increment rate of continuous improvement tasks and also build quality of relationship with manager's subordinate's leads to employee commitment corporate social responsibilities is influenced multidimensionally on employee's organisational commitment and organisational performance. Strategic learning practices also majorly influence and dominate employee commitment.

Literature Review

Employee commitment increases the demand to retain the effective staffs as it helps to achieve goals & productivity effectively (Amena Shahid & Dr. Shahid M. Azhar., 2013). Biographical characteristics of the employee have a direct impact on job commitment & attitude (Chung Chieh Lee, Chih- Jen Chen., 2013). Effort propensity relationship varies on different sectors of organization (Giedre Genevieve Janoniene Vyntantas Magnus University., 2013). Perceived organizational support (pos) were positively correlated with the management behaviors in the organisations (Lynn McFarlane Shore and Sandy J. Wayne., 1993). Moderating effects of commitment on stressor – strain relations by studying relationship between affective commitment, continuance commitment & normative commitment (John. P. Meyer, Elyse R. Maltin., 2010). As measuring employee commitment is very difficult as it encompasses highly diversified areas of knowledge so employee perspective towards organisational commitment can be recognised (Sayani Ghosh, Dr. Swamy DR., 2014). Emphasis on various commitment independent variables with sustained productivity which in turn guides top management towards greater commitment level (Varsha Dixit Ms Moniksha Bhati., 2012). Advocates to enhance the employee commitment aspect for the effective functioning of the organisation by way of growth & expansion (Zafar gul., 2015). A positive relationship between organisational commitment and employee's job performance with significantly correlated (Negin Memari & Omid Mahdih., 2013). Effective & positive work environment are predominately associated with employee commitment & work performance (Ushie , E.M , Agba ., 2015). Organisational culture is the channel to understand & influence organisational commitment and important for long –run effectiveness (Wolfgang Messner., 2013). Perception on change related HR practices makes impact on employee commitment and also less focus was given on people-related issues were the main reason of change failure (Shweta ., 2015). Various influence tactics which bring out employee commitment to continuous improvement tasks by evaluating operation management literature (Macrolam & Mark O' Donnell Dan Robertson., 2015). There is a positive relationship between corporate social responsibility actions and employee organisational commitment &



organisational performance (Imran Ali., 2010). Strategic learning practices have strong & effective influence on employee commitment in organizations (**Chien- Chi Tseng., 2011**). Corporate culture plays a important role in improving the level of employee committment but not all the culture steps makes impact on employee commitment (**Ezekiel Saasongu Nongo & Darius Ngutor Ikyanyon., 2012**). Competence commitment and work satisfaction has a great & significant impact on motivation of employees and employees performance (**Murgianto, Siti Sulasmi, Suhermin., 2016**). Some of the HRM practices like training & development, compensation & welfare activities makes a significant impact on organisational committment further helps to retent of enlightened & skilled employees (**Shruti Lamba, Nirmala Choudhary., 2013**). Organsiations should adopt practises like career development opportunities, talent management strategies in order to set the level of employee retention and commitment high further, no fixed practises are involved in this process, as different organisations lay different emphasis on practises upon their suitability(**Dr. Mita Mehta, Aarti Kurbetti & Ravneeta Dhankhar., 2014**).

Analysis & Discussion

In order to identify the factors of commitment the researcher applied factor analysis, the principle component method on 18 variables of committment and the following results were obtained.

| KMO and Bartlett's Test | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .847 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 3396.970 |
| | df | 153 |
| | Sig. | .000 |

From the above table it is found that Kmo measure of sampling adequacy is 0.847, Bartlett's test sphericity with approximate chi-square value 3396.97 are statistically significant at 5% level. This leads to the verification of individual variables of all the 18 variables in the study as stated in the following communalities table.

| Communalities | | |
|---------------|---------|------------|
| | Initial | Extraction |
| Q10.1 | 1.000 | .713 |
| Q10.2 | 1.000 | .733 |
| Q10.3 | 1.000 | .698 |
| Q10.4 | 1.000 | .433 |
| Q10.5 | 1.000 | .667 |
| Q10.6 | 1.000 | .658 |
| Q10.7 | 1.000 | .557 |
| Q10.8 | 1.000 | .445 |
| Q10.9 | 1.000 | .344 |
| Q10.10 | 1.000 | .580 |
| Q10.11 | 1.000 | .514 |
| Q10.12 | 1.000 | .434 |
| Q10.13 | 1.000 | .456 |
| Q10.14 | 1.000 | .485 |
| Q10.15 | 1.000 | .503 |
| Q10.16 | 1.000 | .416 |
| Q10.17 | 1.000 | .507 |
| Q10.18 | 1.000 | .536 |

From the above table it is found that the 18 variables have the variances ranging from 0.344 to 0.733 it implies the variables have individual variables 34.4% to 73.3% which is highly significant in explaining the factors the following table gives the extraction of committment factors from the variables.



Extraction Method: Principal
Component Analysis.

| Component | Initial Eigenvalues | | | Rotation Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 5.615 | 31.196 | 31.196 | 3.876 | 21.533 | 21.533 |
| 2 | 2.388 | 13.266 | 44.462 | 3.062 | 17.011 | 38.544 |
| 3 | 1.675 | 9.307 | 53.769 | 2.741 | 15.226 | 53.769 |
| 4 | 1.122 | 6.234 | 60.003 | | | |
| 5 | .980 | 5.442 | 65.445 | | | |
| 6 | .828 | 4.602 | 70.047 | | | |
| 7 | .710 | 3.943 | 73.989 | | | |
| 8 | .670 | 3.720 | 77.709 | | | |
| 9 | .628 | 3.491 | 81.201 | | | |
| 10 | .521 | 2.894 | 84.095 | | | |
| 11 | .481 | 2.672 | 86.767 | | | |
| 12 | .446 | 2.480 | 89.247 | | | |
| 13 | .415 | 2.308 | 91.555 | | | |
| 14 | .397 | 2.203 | 93.758 | | | |
| 15 | .349 | 1.940 | 95.698 | | | |
| 16 | .303 | 1.683 | 97.381 | | | |
| 17 | .263 | 1.459 | 98.840 | | | |
| 18 | .209 | 1.160 | 100.000 | | | |

From the above table it is found that 18 variables are reduced into 3 predominant factors with the significant variable of 53.769%. This is statistically significant and more than the required benchmark value of 40%. This variable loadings and factors derived are given below.

1. Affective committment
2. Normative committment
3. Continuous commitment

This analysis clearly derived the existence of committment among the employee of IT companies.

Findings & Conclusions

The rigorous statistical analysis derived that the employee in the IT companies have 3 types of committment. The monetary & non monetary motivations make them to have the committment with more effectiveness & turn them to have loyalty. The normative committment is well acquired by the employees in IT companies they do not have any intentions to switch over the organizations, even though they are assigned with tough task. The optimistic work environment & smooth interpersonal relationship prevailing in the IT companies continuously motivate the employees to acquire continuous committment & have meticulous approach for the development of the organisation. The employees significantly contribute for improving their own efficiency organisational efficiency and productivity.

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