

Understanding Organizational Commitment Via Employee Experience

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I. INTRODUCTION

ORGANIZATIONAL COMMITMENT

Organisational commitment can be defined in a variety of ways. Porter L. W (1965) described OC as one of which is an employee's desire to put up significant effort for the institution's benefit, as well as a desire to stay in it and accept its core goals and values. Organisational commitment is essential because it enables workers to stick with the company for a long time and accomplish a variety of organisational goals.

Organizational commitment refers to the level of engagement and dedication team members feel toward their individual jobs and the organization. It also describes the different reasons professionals remain with an employer rather than seek opportunities elsewhere. Businesses value organizational commitment because it can lead to Consistent work performance, Constructive relationships, Healthy work cultures.

Organisational commitment in the workplace is the bond employees experience with their organisation. employees who are committed to their organisation generally feel a connection with their organisation, feel that they fit in and, feel they understand the goals of the organisation. The added value of such employees is that they tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support.

EMPLOYEE EXPERIENCE

Employee experience is a worker's perception of the organization they work for during their tenure. It includes an employee's entire journey through all the touchpoints of the employee lifecycle, from job candidacy to the exit from the company. The company's physical workspace, culture and technology are all important components of the employee experience. The term *employee experience* is sometimes abbreviated as EX. Creating a positive employee experience is generally seen as a competitive advantage for companies. A

good experience is often linked to higher productivity and better business outcomes, such as return on investment.

Consistency is also an important factor when improving employee experience, including consistent meetings, communications, access to advancement opportunities, and fair treatment by leaders, according to Julian. It's also important that senior leaders are on board to help managers learn to listen and respond effectively to employee concerns.

NEED AND SCOPE OF STUDY

This study is necessary to gain a better understanding of the Employee experience and organizational commitment in the Indian IT sector and HR management in businesses from all relevant angles and viewpoints. By improving Employee experience and organizational commitment, IT companies can create a more positive and productive work environment for their employees, which will ultimately lead to better outcomes for the companies and the industry as a whole. Hence knowledge about which aspect of employee experience gives commitment and engagement required to gain perspective of the present and future implications of the same on employees about ensuring success.

STATEMENT OF RESEARCH PROBLEM

The Indian IT sector is facing a pressing challenge of creating an optimal employee experience (EX) that aligns with the evolving needs and expectations of its workforce. Traditional approaches to HR and workplace management may no longer suffice, as the sector faces unique challenges such as rapid evolution, intense competition for talent, and ever-increasing layoffs, flat-lining, and quiet quitting

As a result of these challenges, many IT employees in India are feeling disengaged and unfulfilled. This is having a negative impact on their productivity, creativity, and overall wellbeing. It is also leading to high turnover rates and making it difficult for companies to attract and retain top talent.

IMPOTANCE OF THE STUDY

Studying organizational commitment through the lens of employee experience is vital as it provides valuable insights into the overall health and effectiveness of an organization. By understanding how employees perceive their work environment, their level of commitment to the organization, and the factors that influence it, companies can make informed decisions to improve retention, engagement, performance, and ultimately, their reputation as an employer of choice. This understanding helps create a positive workplace culture that fosters employee satisfaction and drives organizational success.

II. REVIEW OF LITERATURE

Mohanty, Vandana & Kulkarni, Mangesh. (2023) By authors emphasised in creating a positive engagement from positive employee experience, engagement is a issue based looks on short term based whereas EX is the relationship between employee and organisation, which are the touchpoints over the period in organisation. There is a direct relationship between customer experience and EX. After COVID-19 people are telling about psychological well-being. When the psychological needs and expectations are met, they are motivated and inspired, will have a positive EX. Designing by empathising with employees throughout their journey. Leveraging technology is important in this world of change.

Pratama, E. N., Suwarni, E., & Handayani, M. A. (2022) This study aims to assess and examine the relationship between organizational commitment and turnover intention among PT Febri Dharma Mandiri employees, using person organization fit as a moderating variable. This study is descriptive in character and employs a quantitative methodology. This study employed a questionnaire to collect data from up to 123 individuals. Once the anomaly data is eliminated, 109 data points can be processed. The data analysis used both moderated regression analysis (MRA) and multiple linear regression analysis. The results of the multiple linear regression analysis show that the desire to leave the company is significantly and partially impacted negatively by organizational commitment and work satisfaction. Using the moderating variable of person organization fit.

Mohanty et al (2022) This study explains about the change of considering about employees as customers considering customers as king, attracting and retaining customers. Now organisations are evolved in building new roles and department for EX. The aim of the study was to identify the variables that increases EX in the organisation. They have built a universally applicable concept 4 pillars of EX. Perception of

empowerment, inspiration, enablement and involvement. These pillars will satisfy your needs and which makes employees feel the organisation is creating human centred approach and want to work in the workplace. The 4 pillars was designed with 10 variables of each and contains 40 variables of which the perception of empowerment enablement and involvement enhances the EX.

Yalcin, S., Akan, D., & Yildirim, I. (2021) The quantitative research method was used in this study, which attempts to look into academicians' organisational commitment and psychological health. The relational screening paradigm was used in the research's design. 132 academic staff members from the Erzincan Binali Yildirim University in Eastern Anatolia, Turkey, were included in the study's sample during the 2018–19 academic year. The organisational commitment and psychological well-being scales were used to collect the research data. The SPSS package application was used to examine the research's data. The following methods were used to analyse the data: frequency, t-test, one-way (ANOVA) analysis, correlation, and regression analysis. The study's findings showed that academicians' levels of psychological well-being was high and Organisational commitment was moderate level. The idea of organisational commitment seeks to integrate people into the organisation while minimising the reasons why they might decide to quit. Today's world's heightened competitive environment demands firms to take some precautions to safeguard their assets.

Itam, Urmila & Ghosh, Nitu. (2020) in this study, the only way to create a framework for EX, through design thinking, feeling, observing, involving and generating the ideas or the solutions with them make the achievement of employee experience at a higher rate. Considering diverse employees and designing is important, creating a workspace role will have a strong and differentiated employee experience brand. Building a emotional bond between employee and employer could be built through empowerment, trust, respect conducive climate and culture will have true experience of engagement and everlasting loyalty.

III. OBJECTIVE OF THE STUDY

PRIMARY OBJECTIVES:

- To understand how organisational commitment (OC) among workers in the IT sector is improved by employee experience (EX)

SECONDARY OBJECTIVES:

- Understanding the differing perspectives between Gen Y and Gen Z's experiences in the IT sector
- To understand the relationship between employee experience and organizational commitment
- To determine if Organisational Commitment and Employee Experience are mediated by Employee Engagement.

LIMITATIONS OF THE STUDY

- The accuracy of data may be called into question as if the respondents had misconstrued any statement they made that could have led to a mistaken answer.
- The research was limited only to the employees of Chennai.
- Data collection through the questionnaire was limited to up to 57 respondents as the flow of responses was slow.

IV. INTERPRETATION

PERCENTAGE ANALYSIS

Logical Evaluation One of the most fundamental and well-known statistical techniques for data analysis is the percentage technique. Each question from the questionnaire which is the source of primary data collected is converted in the form of tables. These tables illustrate the classification of data collected and the percentages of the data.

DEMOGRAPHIC DETAILS

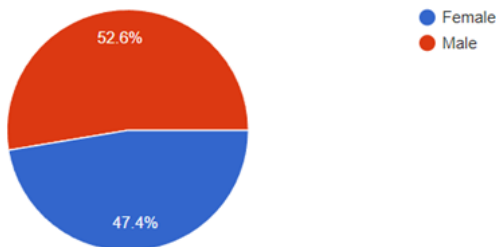


Figure 1: Gender wise classification

Inference:

The sample comprised of Gender groups of both Male and Female working in the organization where 52.6% of respondents are Male and 47.4% of the respondents are female.

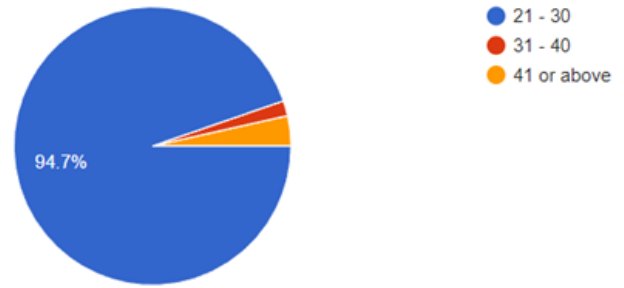


Figure 2: Age variations from the responses

Inference:

The sample comprised of age groups ranging from 21-30 and 31-40 and 41 or above respectively, from the table it is inferred that the respondents are 94.7%,1.8% and 3.5% .

EMPLOYEE EXPERIENCE

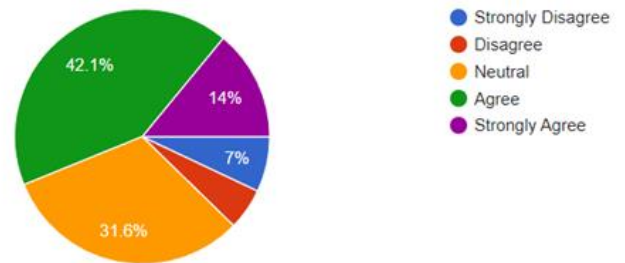


Figure 3: Friendly Environment

INFERENCE

From the above table it can be inferred that 14% of the respondents have strongly agreed that the organisation's friendly environment is a second family. And 42.1% of the respondents agreed and 31.6% of the respondents were neutral and 3.5% disagreed .so the organization is a friendly environment.

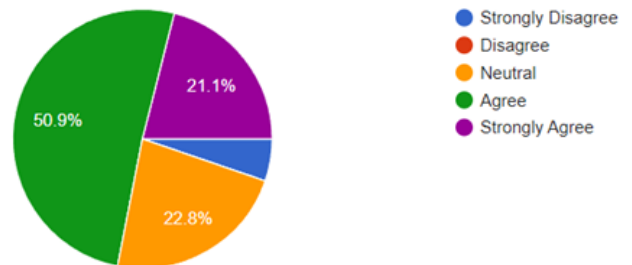


Figure 4: Mentoring leadership

INFERENCE

From the above table, it is referred that the respondents of 57 sample count about 21.4% have strongly agreed on the organisational leadership style of facilitating and mentoring and 50.9% have agreed, where 24.3% are being neutral and 22.8% disagreed. The organization's leadership is often thought to be mentoring, facilitating, or fostering.

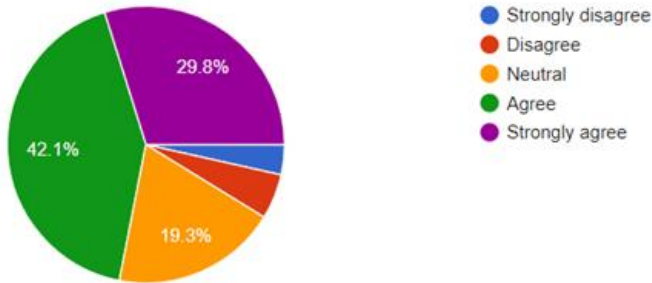


Figure 4: Transparent operations

INFERENCE

From the above table of organisations emphasising on transparency, Stability, efficiency control and seamless operations where only 29.8% have strongly agreed and whereas 42.1% of the majority agreed.it is clear that there is a transparent operation.

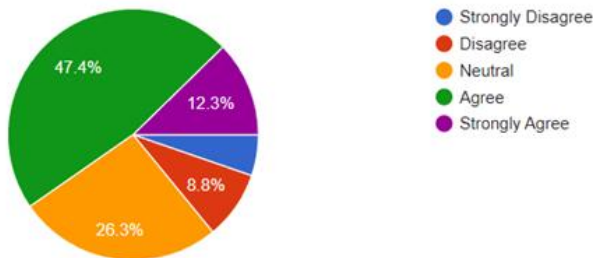


Figure 5: Management style

INFERENCE

From the table it is seen that the respondents of percentage of only 12.3 % have strongly agreed on the management style of individuality characterise the invention flexibility and risk taking where 47.4 % agreed and 26.3% of the majority respondents kept neutral. Individual risk-taking, invention, flexibility, and individuality characterize the organization's management style.

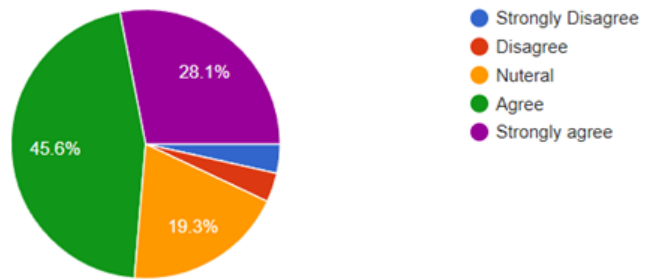


Figure 6: Goal achievement through innovation

INFERENCE

It can be inferred from the table that nearly 45.6% of the respondents have agreed to the definition of success factors and 28.1% have strongly agreed and where 19% where respondents neither agree nor disagree. Efficiency, human resource development, teamwork, employee commitment, and concern for people are all factors in the organization's definition of success.

ORGANIZATIONAL COMMITMENT

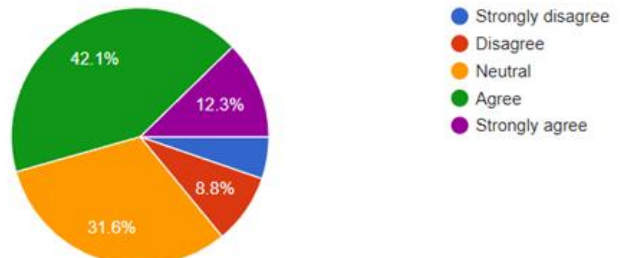


Figure 7: Happiness towards work

INFERENCE:

Above table it is understood that the 42.1% have agreed to the working hard makes them happy and 12.3 % have been strongly agreed. It is clear that they would stay happy with their company for their remaining career.

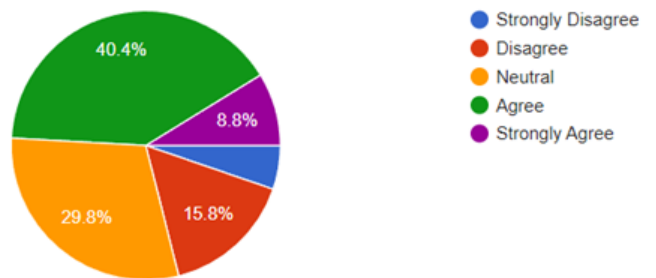


Figure 8: Engrossment at work

INFERENCE

From the table it is inferred that 40.4% have agreed that they have engrossed in their company and 29.8% are feeling neutral about their company. Therefore, it shows that they are engrossed in the company.

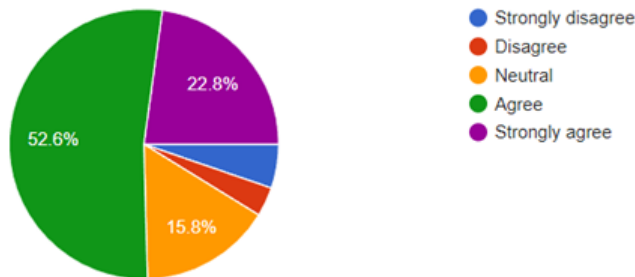


Figure 9: Loyalty to the group

INFERENCE

It is inferred from the table that 52.6% of the respondents have agreed to the feel of loyalty in the group and 22.8% have strongly agreed. So, the person working in the organization felt that they must be always loyal to the group.

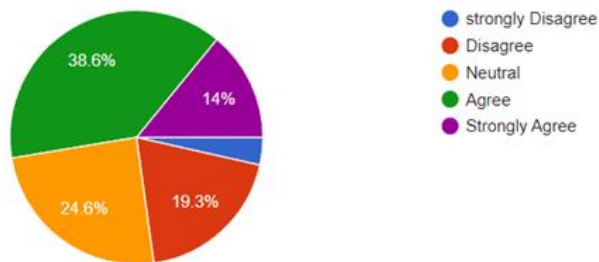


Figure 10: Leaving organization would cause disruption

INFERENCE

From the above table it is inferred that nearly 38.6% of the respondents feel that they have decided to leave will create disruptions in their life and nearly 24.6% being neutral. If they decided to leave the organization, that would cause too many disruptions in their life.

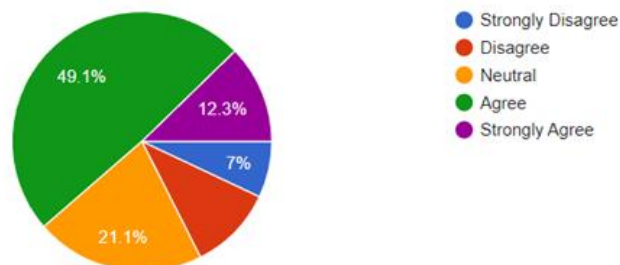


Figure 12: Sense of belonging

INFERENCE

From the table it is inferred that it is 49.1% are agreeing to the sense of belonging towards the organisation and 12.3% have strongly agreed and it is also inferred that 21.1% are being neutral.

V. FINDINGS

- Studies have consistently shown that employees who have positive experiences within their organizations tend to have higher levels of commitment. Factors such as supportive leadership, meaningful work, and opportunities for growth and development contribute to a positive employee experience
- Employees who perceive that their organization supports them, both personally and professionally, are more likely to feel committed to the organization. This support can manifest in various forms, including access to resources, encouragement from supervisors, and recognition for achievements.
- The organizational culture significantly influences employee experience and, consequently, their commitment. Cultures that prioritize transparency, open communication, and employee well-being tend to foster higher levels of commitment among employees.
- Organizations that encourage employee voice and participation in decision-making processes tend to have higher levels of commitment among their workforce. Employees who feel heard and valued are more likely to develop a sense of attachment to the organization.
- High levels of organizational commitment have been associated with positive outcomes such as lower turnover rates, higher job satisfaction, greater organizational citizenship behaviour, and improved performance.

VI. CONCLUSION

The general purpose of this study is to find the understandings of organizational commitment via employee experience. These results demonstrate the value of emphasising employee experience to improve organisational commitment in the organization.