Research Article

An Empirical Evaluation of the Impact of Organisational Commitment on Job Satisfaction of IT Companies in Chennai

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Abstract

The Modernisation, market penetration, and the increase of technology have made today's business environment a major challenge for IT companies (Ram Shankar Uraon, 2018). The Human Resource Development intervention has supported the IT industries for rapid development and profitability in the past few years in spite of various challenges. Human resources management, employee turnover and continuous technical skill development remains the major challenge for the IT companies for sustainability and development. This study brings both practical and theoretical attention to IT companies in India and highlights key factors that have a positive impact of the organisation's commitment on job satisfaction. This will encourage academicians to emphasize the significance of analysing and review various factors that contribute to employee contentment in the Indian IT companies around the world. The study looks at organizational commitment and job satisfaction within the IT companies and states the level of organizational commitment differs with years of Employee working in the organisation. The most effective way to collect primary data is to distribute a questionnaire through online. The Convenience sample method is used as it is inexpensive, easy and the lessons are easily accessible. A Convenience sample design approach was also used due to time constraints and financial limitations for the targeted research. Primary data was collected from 575 employees working for IT companies in Chennai. It's likely that employees' limited term is reflected in the state of their psychological contract. The results emerge from the data that confirm this. Minority employees complain the organization violating their job satisfaction. Continuance commitment is less certain than affective commitment when it comes to turnover. Individuals with a high level of continuance commitment opine that they were staying with the company because the perceived cost of quitting is too high, or there are few other job options.

Keywords:

1. Introduction

The Modernisation, market penetration, and the increase of technology have made today's business environment a major challenge for IT companies (Ram Shankar Uraon, 2018). The HRD intervention has supported the IT industries for rapid development and profitability in the past few years in spite of various challenges. Human resources management, employee turnover and continuous technical skill development remains the major challenge for the IT companies for sustainability and development (Cho & McLean, 2009). Today, majority of IT companies are able to provide better infrastructure, workplace and better facilities to attract employees and develop better productivity and performance so that challenges of desired staff

employees, retentions, skill development and attraction, can be reduced (Rao & Varghese, 2009). In addition, employees of Indian software companies are looking for challenging workplaces and better learning opportunities to their employees to keep their skills and improve knowledge. The Organization commitment and Job satisfaction are long-term but unclear findings in the field of industrial relations (Soumyaja, 2011). In the current context, employee job satisfaction is an innovative organizational strategy to perceive employees are "more contented", the better their attitude towards work and the higher will be their enthusiasm, presentation and dedication (Fogaça and Junior, 2016).

The employee job satisfaction influence employee's attitudes toward the work and the all other aspects their Job (Spector, 1997). The employee Job satisfaction always gets affected by individual as well as organizational factors which trigger emotional reaction that affect organisational commitment (Mowday,1979). The decrease in the retractable behaviour, unproductive behaviour and better performance are the consequence of employee job satisfaction (Morrison, 2008). Motivated employees are critical to the success of an organization; if the companies can understand their employees in their job and enhance their morale at the workplace can be a factor in for achieving high organisational commitment (Schein, 1996). The organisational commitment has always attracted great attention as efforts are been made for better understanding the resilience and constancy of the employee commitment for the organization (Lumley, 2010). Kadiresan, V., Arumugam, T., Jayabalan, N., Hazrita, A. R., & Ramendran, C. S. P. R. (2019) Commitment along with retention of good employees is critical in achieving stability and minimizing costly conversions. Various outcomes are influenced by organizational commitments such as reduced turnover, high motivation and organizational support. Organizational commitment was recognized as a priority in the work Relationships.

The Organizational commitment is the point where an employee feels trustworthiness towards the organization (Currivan, 1999). Therefore, organizational commitment should serve as an emotional relationship with the organization that influence employee to perform in way that are consistent with the organization interest (Yang & Chang, 2008). Employee commitment means greater adherence to authoritative articles, fragmentation of evidence, and association with the organization, acceptance of goals and values, and incredible hard work of achievement in terms of categories (Allen & Meyer, 1990). Many researchers have already expressed their opinion on the optimistic relationship about the organizational commitment with job satisfaction (Fletcher, 1996).

The organizational commitment will lead employees to work with dedication for employer's organization; it creates motivation in minds of employees to work hard for that organisation (Meyer and Allen, 1988). The theories have suggested that there are three basic elements to organizational commitment which are affective, continuous and normative commitment (Meyer and Allen, 1991). The affective commitment also leads employees towards the emotional attachment with the organization. The Continuous commitment always reflects in the logical analysis of the employees staying in the organisation as compared to leaving the organization. An Affective commitment is a sense of moral obligation to stay with the organization. The commitment always has a few priorities; moreover the opposite is true of a commitment that includes employee comforts and the chance to express them (Meyer, 1988). If self-disclosure is a precursor to personal and personal commitment to self-expression (Scheiberg, 1990), then personalization is associated with commitment, especially affective commitment.

The Organizational commitment has been broadly defined in scientific and ethical textbooks as an essential element of relationship between employee and organization system. The organizational commitment is described as a aspect that promote personal adherence for a organization. The Employee are always considered a commitment towards the organization. The commitment will leads the employee to voluntarily continue their relationship with the organization and make great efforts in order to achieve the goal of the organization (Raju, 1994).

The organisation always faces the critical issues of employee satisfaction, retention and commitment for organizations in the today's era of talented employees. The employee job satisfactions depend on organizational variable such as organizational structure, organizational leadership, organizational size and payment, working conditions which generally reflect the organizational structure (Cater, Zabkar, 2009), Sugirtha, C. M. R., Hameed, S. S., & Arumugam, T. (2020). Therefore, it is complicated to assess and measure the level of job satisfactions, since the concepts are ethical and easily prejudiced by many factors of the organizational from both internal as well as external factors. The focus the study on employee job satisfaction framework as suitable various factors that can contribute to employee level of commitment, we have selected six factors which are adopted by Spector (1997), which are Compensation, Adoption, Success, Development, Co-Worker and Supervision. Hence the firms will benefit from the outcome results of the study for assessing the level of satisfaction of employees and their levels of commitment towards the organisation, thus resolving issues by developing better strategies for satisfying and retaining their employees.

This study brings both practical and theoretical attention to IT companies in India and highlights key factors that have a positive impact of the organisation's commitment on job satisfaction. This will encourage academicians to emphasize the significance of analysing and review various factors that contribute to employee contentment in the Indian IT companies around the world. The study looks at organizational commitment and job satisfaction within the IT companies and states the level of organizational commitment differs with years of Employee working in the organisation.

2. Research Questions:

The following research questions were addressed:

- What is the influence of organisational commitment on job satisfaction?
- What factors attribute to job satisfaction in IT sector?
- What is the relationship between organizational commitment and job satisfaction?

3. Review of Literature

Muhammad Irfani Hendri (2019)[1] in his approach "Organizational success is mediated by job satisfaction and dedication to the organisation", suggested the engagement of employee towards organisation and satisfaction on job is dependent on five aspects. To begin with, organisational learning has a major influence on work satisfaction. Employee work satisfaction will grow in direct proportion to the organization's learning practices. In terms of substance, organisational learning efforts have affected employees' feelings about their jobs, leading them to conclude that their existing work is extremely important and useful, and that they have the potential to carry out their work, which becomes their responsibility and obligation. Organizational learning, on the other hand, has an impact on employee engagement. If the organization's learning operation grows, employee commitment will grow as well. Employee commitment will increase as the organization's learning activity increases. In terms of content, the various activities of the organization's learning can be believed to help improve workers' attitudes about making consistent improvements in their job duties and responsibilities. Offering opportunities for staff to develop their expertise through organizational learning activities include a range of structured instruction, such as university education, career workshops, classes, and other training, as well as regular learning about one employee's working experience from other employees. Third, organisational learning has little impact on employee performance. According to these results, organisational learning has no impact on employee success. In terms of substance, it should be noted that attempts to improve organisational learning have a minimal effect on employee integrity, which is reflected in employees' transparency in carrying out their work in compliance with company laws. Fourth, employee success is influenced by work satisfaction. Workers' efficiency will improve if they are satisfied with their employment. Finally, employee productivity is influenced by organisational engagement. Employee productivity improves in direct proportion to employee loyalty to the business.

A type of dedication exists, according to Mowday et al. (1982)[2], that involves an active relationship between employees and the organisation in the form of willingness to give something for the organization's success. An individual with a high level of commitment will identify with the organisation, work actively, and be loyal and optimistic toward it. He or she will behave in a way that demonstrates commitment to the organization's goals and willingness to stick with them.

Sunyoung Park (2019) investigated the connections between organisational culture, HR habits, job satisfaction, and organisational engagement among female managers in his research. Organizational culture, according to the source, has a direct influence on HR functions. HR behaviours had a direct impact on employee satisfaction and organisational participation. Organizational engagement was influenced by job satisfaction in a clear and meaningful way. Furthermore, HR activities serve as mediators between organisational culture and satisfaction, as well as between culture and organisational engagement. Organizations should provide enough funding and investment to develop HR procedures, according to our findings. HR activities that are well-prepared will provide workers with safer and more respectful working conditions, allowing them to stay with the company and be happier with their employment. The importance of HR practises in conveying organisational culture and connecting organisations and employees was highlighted in the report. In addition, the author proposed Individuals and organisations are influenced by organisational culture, which has developed over time based on corporate theory, core values, norms, and aspirations. It has impacted programmes, laws, and procedures, as well as decision-making processes and HR activities. Another important finding is that HR behaviours play a major role in employee attitudes. HR activities influenced employee satisfaction and organisational engagement as a result of this. HR practices function as a mediator between organisational culture and job satisfaction because organisational engagement is related to an intimate relationship between organisational culture and HR practises.

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Ainsworth is a character in the novel Ainsworth Through his research, Anthony Bailey was able to determine the effectiveness of organisational engagement and work satisfaction among Saudi Arabian bank employees. **Kadiresan, V., Khuan, W. S., Arumugam, T., Rasu, F., & Theseira, A. S. (2019)**, The author decided to contribute to the discussion regarding internal marketing and its effect on bank employees' attitudes. The influence of internal marketing towards job satisfaction and employee commitment to the bank, among the key relationships examined in the study, which centred on the banking sector in Saudi Arabia, were the effects of work satisfaction and employee loyalty to the bank on subsequent identification with the bank. When it comes to internal marketing and employee bank recognition, the dual mediating roles of employee work satisfaction and bank loyalty were also investigated. The study's findings show that a strong internal marketing mechanism is important for Saudi Arabian bank employee relationships, as it increases job satisfaction and loyalty to their employers. Such marketing process has an indirect influence on identification of bank employee by influencing engagement of employee as well as commitment towards the work. Employee bank recognition is influenced by both engagement and satisfaction of work. This is relevant because employee loyalty to their employer has been related to a range of advantages. The thesis yielded a slew of theoretical findings. It contributes to the growing body of internal marketing research in a number of fields, including finance, and the importance of a multifaceted approach to internal marketing is stressed. Empowerment of employees, communicating the employees inside the organization, preparation, and prizes were included in internal marketing measure of the study, and the findings show that all of these variables can work together to improve employee relationships with their banks.

Michael J. Maloni and Stacy M. Campbell (2016) have contributed to organisational engagement and employee job satisfaction through their work, "Looking into the effects of workforce size on supply chain job satisfaction and engagement," showed how businesses can better fulfil employee needs by changing personnel programmes and benefits, also encouraging organisational strengths in order to retain talent, evaluate the fit of prospective employees, and set goals for new hires. Given the gaps in workforce levels, the findings also allow organisations to improve employee collegiality and promote employee advancement to higher levels. These skills will help a company become an employer of choice, giving it a leg up on the competition when it comes to hiring and retaining employees.

In order to have a better understanding of the effect of the ethical environment on work satisfaction and commitment, John O. Okpara and Pamela Wynn (2007) examined the effect of different types of ethical climates (care taking, rules and regulations, accuracy, equality, and professionalism) on different aspects of job satisfaction and commitment in Nigerian organisations (payments, job promotion, colleagues, supervising, allocated jobs, and overall satisfaction of job). As a result of these findings, it's fair to conclude that executives of Nigeria are well-versed in both ethical and unethical workplace practises. According to the findings, maintaining a healthy ethical atmosphere in the workplace will help employees feel more satisfied and committed to the business. It can also be inferred that by promoting, involving, and rewarding ethical practises in their organisations, organisational leaders can positively impact organisational outcomes. By linking promotions, wage raises, and other rewards to the firm's prescribed ethical values, management may incorporate ethical decision-making into performance evaluation systems, promoting higher standards of ethics among workers whom desires to utilize the beneficial actions. Both levels of employees should be mindful of top management's goals and efforts in the company's ethical issues. According to the authors, more research on the subject of organisational ethics should include other job variables including tension, career success, productivity, and motivation. According to the report, with increased researches on managing organization and ethics of organization should be done in the developing nations , as it is impossible to assume that both developed and developing countries have the same action and behaviour systems.

Tamer Awad and Suhaila E. Alhashemi discovered a correlation between employee engagement and satisfaction with supervisors and colleagues on the one hand, as well as various interaction motives, in their study "Assessing the impact of interpersonal communications on employees' commitment and satisfaction". According to the report, employees' loyalty and superiors' happiness and employers were positively connected to pleasure, inclusion, affection, and relaxation motives with superiors on one hand and colleagues on the other. As a consequence, the degree of trust has no bearing on the results, and positive relationships exist solely for the purposes of escape and power. The theory in which employee loyalty and job satisfaction were negatively correlated with control and escape motives was not entirely supported. As a result, the words "enjoyment," "inclusion," "love," and "relaxation" were all associated with negative feelings. Justification for such a response is cited as the nature of the organisations undergoing this study. The authors suggested strengthening contact links from a need to promote positive interpersonal interactions to prevent serious problems with workers and organisations. Organizations and managers should work together to improve communication in their organisations from the start, and managers should begin to become good communicators. This will potentially result in a healthy company, as well as improved employee happiness, dedication, and loyalty. Also, because the

study found that employee satisfaction and engagement were not very high, offering and enhancing feedback mechanisms is a must.

Employment enrichment is one way to improve an organization's dedication. Many scholars, such as **Greenberg (2009)**, have made recommendations stressing the need for improvement in how organisations treat people. Greenberg argues that aligning the company's priorities with those of the workers is another successful way to improve employee engagement. This could be accomplished by starting from the ground up and hiring and choosing newcomers whose ideals are closely aligned with those of the organisation. Several respondents in our sample indicated that such a match exists, implying that participants in the study should take measures to maintain matching values. As a consequence, it is suggested that organisations perceive dedication as an attitude that can be affected by managerial behaviour. In terms of job satisfaction, various techniques may be applied in the companies under investigation. Many academics, like Greenberg, have backed such tactics in the past (2009). Greenberg also recommended that the standard of supervision be improved. Employees who believe their bosses are professional, treat them with respect, and have their best interests at heart are the most pleased. Employees who feel they have clear lines of communication with their managers are much happier at work.

Satisfaction on job prevails as a major source in measuring emotions of employees at the workplace, according to Xiaohui Wang's study "Observing, satisfaction towards job, and employee enggagement: an empirical analysis of Chinese organisations." This research added a third variable, learning organisation culture, the current state of knowledge about the connection between work satisfaction and organisational commitment, increasing the total number of variables to three. This study looked at three independent variables that may influence person results in Chinese-owned businesses: employees' organisational engagement, satisfaction on work, employee's perceived learning on culture of organization, and other related things. **Mathai, R., & Arumugam, T. (2016)** this subject was chosen as the main focus because the variables in the study are critical for understanding a person success and other organisational results, and their related works are unknown in the Chinese context. Previous studies has shown that work satisfaction and organisational engagement have some productive reciprocal relationships. However, according to this research, studying organizational culture can be used as an indicator with a strong positive impact over the attitude of employees, particularly satisfaction of work and employee's commitment over job. As a result, the research adds to China's growing body of evidence supporting the idea of learning organisations.

Work satisfaction, according to Locke (1976), is a pleasant state of emotions can be found from the evaluation of an employee's work or experiences. According to Spector, satisfaction on job is the degree to which people like or hate their jobs (1997). According to Brief, work satisfaction is an internal condition reflected by effectively or relatively assessing a former job that extents up to favorable or unfavorable situation(1998, p. 86), and satisfaction on work is an internal state characterised by a positive or negative affective and cognitive evaluation of an experienced job.

According to Lofquist and Dawis, employee satisfaction towards his/her job is a characteristic of the correspondence between the working environment and the needs of the individuals (1969, p. 53). In order to ensure a basis to understand the complexities of satisfaction on work, many hypotheses have been suggested.

In general, "organisational commitment" refers to the relationship that occurs between employees and the company where they work. Although the essence of the partnership is debatable, it usually revolves around the member's interests, wishes, emotions of duty to stay inside the organisation (Meyer and Allen, 1997). In a nutshell, an employee's attachment, mission congruency, recognition of their identity, and dedication to the corporation are all examples of organisational commitment.

Organizational engagement, according to Meyer and Allen (1997, p. 67), is a psychological disorder that characterises the relationship of employee with the organisation as well as ramifications to take decisions to remain a member, and it is made up of both attitudinal and behavioural commitment.

Meyer et al. (1993), Kadiresan, V., Arumugam, T., Jayabalan, N., Hazrita, A. R., & Ramendran, C. S. P. R. (2019) defined three components of organisational engagement, each representing different factors that influence:

1) Relational bonds and affective commitments, suggesting a desire to remain;
2) The continuity promise, or the costs of quitting, such as sacrificing benefits and seniority, represents the "have to stay" aspect; and
3) The "ought to remain" portion is defined by normative loyalty, or an individual's moral principles.

The three-component structure was created by after discovering popular patterns in the conceptualization of commitment in current literature, incorporating numerous theoretical methods and frameworks on the multidimensional construct (Meyer and Allen, 1997). Despite the fact that job satisfaction and organisational

involvement have gained a lot of attention, causal correlations between the two have yet to be confirmed (Morrow, 1993; Vandenberg and Lance, 1992). Being used as indicator and result of organisational participation, job satisfaction has received a lot of attention.

According to Cole (1979), loyalty and association with the organisation may have a negative effect on job satisfaction, highly committed and motivated employees should not be excluded from high job satisfaction and increased job standards, which in turn evokes dissatisfaction with the job.

The need for close contact and coordination in service organisations, according to **Ebru Gunlu, Mehmet Aksarayli, and Nilu fer Sahin (2009**), undermines customer satisfaction because the production and consumption processes cannot be isolated. The happiness of the lodging company's employees is vital to guest satisfaction. It's worth noting that employee satisfaction is a significant factor in ensuring high-quality and efficient operations, all of which increase productivity. Job satisfaction has been studied in terms of organisational engagement, stress and burnout, empowerment, organisational success, motivation, turnover intention, and demographic and personal characteristics.

According to the findings of the report, the aspect of continued commitment was not especially significant for top-level executives. This finding corresponds to the tourism industry's mobility characteristics. People who demonstrate long-term loyalty, on the other hand, stay in their jobs because they have to **(Meyer and Allen, 1997)**. Since tourism includes elements such as lodging, food and beverage, transportation, and entertainment, employees can choose to work for a variety of companies. It is critical to adjust the scale to the needs of the tourism industry in order to assess long-term commitment in future study. When the authors looked at these managers' job satisfaction levels, they found that their intrinsic job satisfaction was higher than their general and extrinsic job satisfaction. The tourism industry offers a fast-paced work atmosphere where workers at all levels, including management, can put their skills to use and achieve their goals. . Wages, on the other hand, are often smaller than in other industries; the sector is unpopular; and business practises differ; and because of the long hours, working conditions are unpleasant and demanding. As a consequence, both intrinsic and general job satisfaction can suffer. The managers' normative commitment was higher than their affective commitment when the organisational commitment components were compared.

When applying theories built outside of the Indian context to the Indian workplace, caution is advised. Culture, work satisfaction, and organisational engagement in India and the US, according to Catherine T. Kwantes' study. Individualism and collectivism were previously thought to be universal constructs that could be applied regardless of the society in which they were born, but new research suggests that this is not the case. According to Hui et al. (1995), the fit between an individualist as well as collectivistic employee's socio-cultural environment and as psychological factors, individualism and collectivism may have a big impact on the capacity of employee to have a greater performance at the workplace. As Catherine pointed out, one caveat in interpreting the relationship between the study's reliability on analysis showed that the scale measuring normative commitment had a lower level of reliability than the generally accepted level in India, which contributed to both of the proposed antecedents and normative commitment. This was not due to a single item on the scale, according to an item analysis. One theory may be that India is in the midst of a transformation. Since their chosen field of work is technologically advanced and in a world where international companies are increasingly interested, the participants in this study are on the verge of making the transition. If more investment is made in this field, job opportunities with new to the country companies become more appealing. According to the scientist, concentrated individualism was only discovered to be an antecedent to affective involvement in the US research. Individualism was discovered to have no connection to any of the dimensions of organisational interaction in India. Catherine contends that if personality variables affect the creation of organisational interaction, It is because there's a connection between personality and work experience. Individualism can influence affective commitment in tandem with job satisfaction because job satisfaction is strongly linked to affective commitment.

According to Hyejin Bang, Stephen Ross, and Thomas G. Reio's results, non-profit sport organisations should seek to positively influence volunteers' feelings about their volunteer experience. Volunteers' feelings of being able to share ideals associated with altruism and humanitarianism would be accompanied by positive emotions. By analysing a mediating variable, this study adds to the ongoing studies on organisational engagement. Work satisfaction mediates many other interactions in the course of organisational involvement.

The positive emotions of employees associated with achieving the value expression type of volunteer motivation will increase the likelihood of volunteers staying with the organisation over time, with respect to **Clary and co-workers (1998)**. Secondly, organizations and managers must collaborate to understand the factor of motivation for the volunteers to perform at their best and how to help each person to achieve their personal goal.

In terms of his or her motivations, a volunteer measures his or her volunteer experience. The volunteer's job experience will increase if the volunteer's goals are fulfilled through volunteer work. Farrell et al., 1998; Volunteers who are satisfied are more likely to work hard and stay with the community. Such consistent support and feedback can help to improve volunteer job satisfaction while also fostering positive feelings about the organisation in volunteer environments, for example, when managers grant volunteers authority. As concluded, the non-profit sports organisations and managers may develop long-term partnerships with suitable volunteers, as they have had a good first experience are more likely to stay with the organisation.

According to Bahadur Ali Soomro and Naimatullah Shah's study, "Determining the effect of entrepreneurial orientation and organisational culture on job satisfaction, organisational engagement, and employee performance," as the economic situation in developed countries changes, employee behaviour is becoming increasingly important to the job and the company. By enhancing their employees' commitment, happiness, and orientation, managers will better monitor their employees' goals." The authors also claimed that the study could assist business owners and leaders in developing loyalty, happiness, and orientation by fostering a positive corporate culture, which could improve a company's competitiveness and income. According to the findings, entrepreneurial strategies should be developed to improve new products and markets in order to boost organisational efficiency and growth. Finally, the analysis has the potential to broaden and deepen the findings' generalizability, which is crucial in a changing setting. In a changing world, the study adds to the increasing body of evidence that supports the model. As a consequence, the validity and freshness of the relationships may be enhanced.

4. Objectives of the Study

1. To determine the impact of the organisation's commitment to job satisfaction in the IT sector.

2. To identify factors that contribute to job satisfaction in the IT sector.

3. To understand the association between the organizational commitment and Job satisfactions.

5. Rationale of the Study:

IT professionals who provide services in the Indian IT industry are looking for policies that can promote organizational commitment to the IT Industry. Employees working in the IT industry have shown a high tendency to high turnover. This factor contributes to the organisation's commitment to employees. The current study focuses on the impact of an organization's commitment on job satisfaction in the IT Industry, to determine whether employees are satisfied with their performance and to understand the level of organizational commitment of the employees. Very few researches related to IT employees in India is available related to the impact of the organisation's commitment on employee satisfaction, so the findings will help the business formulate policies that will promote organizational commitment to IT employees and improve their retention.

6. Hypothesis of the Study:

According to the Allen and Meyer (1990), an affective commitment reflects the emotional feelings of the employee, the identity and involvement within the organization / company. Employees with high commitment improve their firmness and dynamism Employees with high commitment improve their strength and vitality because of the company, because they want to be consistent and work hard at jobs. As per the normative commitment the employee who shows the belief is bounding towards the organization after the employee joins the company. High level of commitment is normally increases the willingness and commitment level on towards the company. Continuous commitment is considered a tendency to engage in processes that are based on the cost or perceived personal benefits associated with continuing involvement or loss related to existing from the present organization (Allen and Meyer, 1996). The three components of organization commitments are not considered with the most diverse types of commitment given to employees. However, these components are independent forms of the commitment level and they are theoretically different. From the above statement of the problem the following hypothesis is developed.

H1. Oraganisational Commitment and the job Satisfaction have always positive relationship.

H2. The Affective commitments involved are positively related and in terms of job satisfaction.

H3. Continuance commitment is closely related and in relation to job satisfaction.

H4. Normative commitment is good and is closely related to job satisfaction.

7. Research Methodology:

Sample and Data Collection:

The most effective way to collect primary data is to distribute a questionnaire through online. Convenience sampling method is used as it is an inexpensive, easy and the lessons are easily accessible. A Convenience sample design approach was also used due to time constraints and financial limitations for the targeted research. Primary data was collected from 575 employees working for IT companies in Chennai. Employee information was collected from the organization's database. Employees were asked to complete the questions carefully to avoid bias. The survey was conducted using an online questionnaire. We appropriately identify all employees from reputable IT companies; in other words, our respondents consist of employees from all levels of management (i.e. junior, medium, senior) in IT companies, including employees working in technical and non-technical departments in IT companies.

The demographic Questionnaire confirms the inclusion of the target group. We were able to contact the respondents by establishing the following communication channels: personal networks, LinkedIn, and Survey Circle. The 575 sample had 72.14 % male respondents and 26.96 % female respondents, the maximum no of respondents (44%) were under 25 to 29 years of age, 27% of respondents belonged to the 20 to 24 year age group, 18% of respondents were are 31 to 35 year age group . The 11% respondent was under the age group of 36 years and above. In the experience wise about 26.3 % of respondents have 1 to 4 year of experiences, 23% of respondent have 5 to 7 years of working experiences, 19% of respondent have less than 2.5 year of working experiences, and 18.5% of respondent had more than 9 years of working experiences, and 13.2% of respondents had 10 to 11 year of experiences. Ultimately, of the 575 respondents, 48.1% of respondent are married and 51.9% of respondent are unmarried. The questionnaire was divided into 3 different sections, the first being the details of the respondents and the second was the questions about the organisation's commitment and the third was the level of job satisfaction on the Likert rating scale.

Instruments:

Organizational Commitment:

Organizational Commitment is considered an Independent Variable. Allen and Meyer's (1990) has designed three-component organizational commitment questionnaire for measuring affective commitments, continuous commitments, and normative commitments. Allen and Meyer (1996) has also suggested that affective commitment (emotional attachment), continuous commitment (material cost), and normative commitment (feelings of responsibility) are suitable steps for organization commitments, and these three steps has sufficient evidences for building authenticity. The three levels of organizational commitment are been measured by using the Likert scale 5-point which are ranging from strongly disagrees - 1 strongly agree - 5.

Job Satisfaction:

Job's satisfaction was viewed as a distinction between his dependent variable. Job Satisfaction Scale (Minnesota Satisfaction Questionnaire (MSQ) Short version of Weiss et al., (1967), a short MSQ short form, contains 15 questions that focus on internal factors and external reinforcement that affect employees' attitudes. The form can be rated on three different scales: internal, general satisfaction. Using a Likert-type scale, this MSQ form gives five more answers to each of the 15 questions, ranging from total dissatisfaction (score 1) to 'very satisfied' (5 points).

Demographics:

Demographic questions such as age group, gender, education, marriage, income, industry sector, years of experience in the current company, and Total experience in Job.

Analysis and discussion

Path coefficients represent the hypothesized relationships among the constructs and the values range between -1 and +1. Values in the range of +1 represents strong positive relationship, -1 represents strong negative relationship and values closer to 0 indicates weaker relationship i.e, non-significant (F. Hair, M. Ringle, & Sarstedt, 2014, p.171).

The hypotheses are validated for different levels of RF. Beside these hypotheses; there are several working hypotheses which test the relationship between the individual dimensions of the main constructs to that of the intervening constructs.
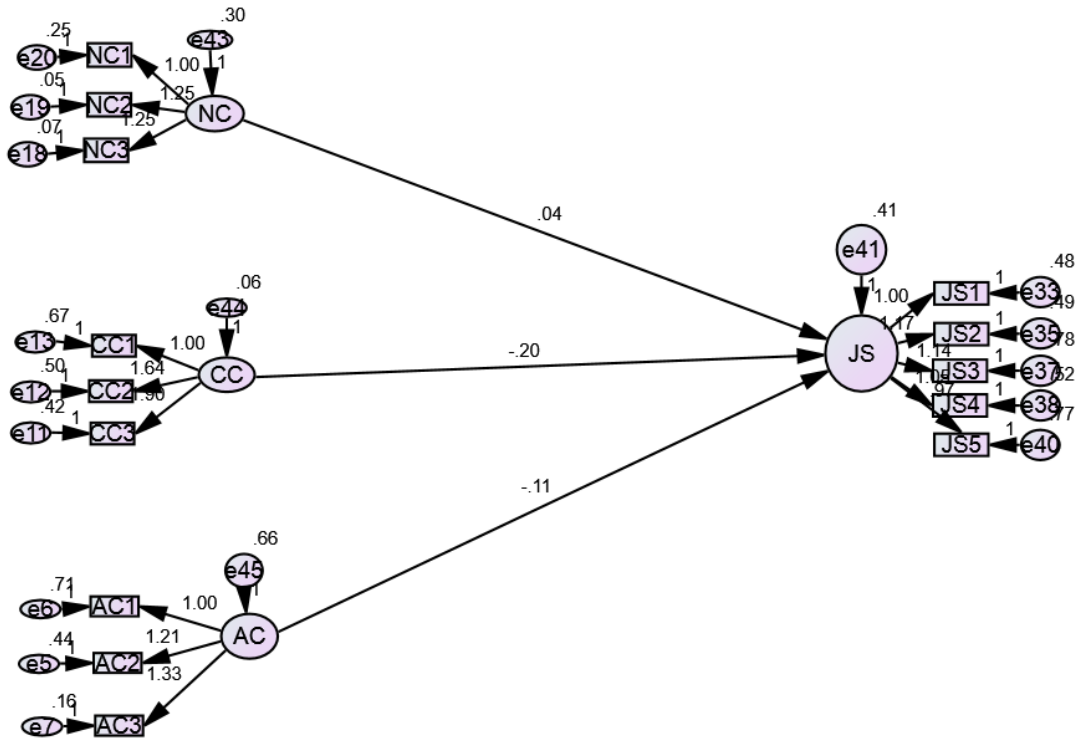
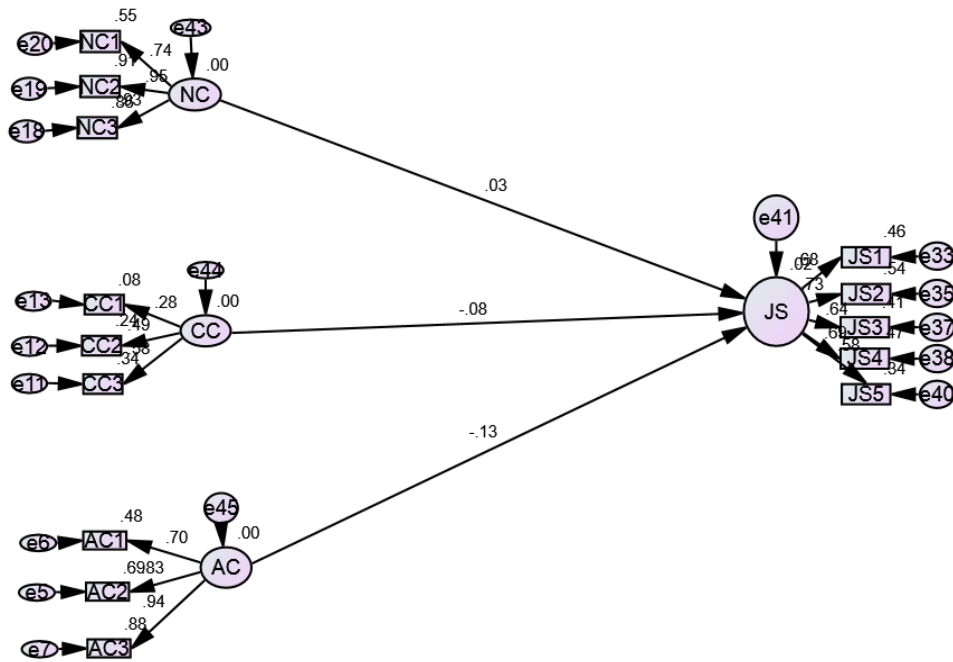**Figure 1:** The standardised structural Model

Figure 2: The unstandardised structural Model

There are 17 paths in the research model out of that 11 paths are found to be significant at 1% level of significance and 4 paths have attained 5% level of significance based upon two tailed test if we consider the path coefficients and the critical ratio statistics based on one tail test, then it is found that all 17 paths can be accepted for model fit.

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Table 1: Goodness of fit measures

Model	Values	Recommended Value
CMIN	356.853	
DF	148	
CMIN/DF	2.411	Less than 5
GFI	.943	More than 0.9
AGFI	.919	More than 0.9
CFI	.953	More than 0.9
NFI	.923	More than 0.9
RMR	.060	Less than 0.08
RMSEA	.042	Less than 0.08
PCLOSE	.991	More than 0.05

From the table 1, model fit measures show that model is good fit. The value of chi square/degrees of freedom is which shows high model fit. Comparative Fit Index (CFI) is 0.953 which also is an indication of high model fit. Other indicators like Goodness of Fit (GFI), Adjusted Goodness of Fit (AGFI), are 0.943 and 0.919 respectively also showing good fit of the model. RMR and Root Mean Square Error of Approximation (RMSEA) are 0.060 and 0.042, respectively, which is another sign of good fit of the model. Value of NFI, shows a value of 0.923 which seems to be acceptable. Thus it is seen that model fit are good. P value (.000<0.05) is significant. This violates the recommended p value insignificance but this is accepted with the large sample size and the acceptable number of observed variables (RE Anderson 2010). Altogether, this model provides a good fit.

8. Conclusion

Would employees have a higher level of organizational commitment and job satisfaction? One logical explanation is that they have been with the organization for a long time. It's likely that employees' limited term is reflected in the state of their psychological contract. The results emerge from the data that confirm this. Minority employees complain the organization violating their job satisfaction. Continuance commitment is less certain than affective commitment when it comes to turnover. Individuals with a high level of continuance commitment opine that they were staying with the company because the perceived cost of quitting is too high, or there are few other job options.

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