
A Study on Employee Engagement Strategies and their influence on Organizational Commitment among IT Employees in Tamil Nadu**Dr C Suresh**Assistant professor, PG & Research Department of Commerce
Sri Ramakrishna College of Arts & Science (Autonomous) Coimbatore -641006**Dr R Akash**Assistant professor, PG & Research Department of Commerce
Sri Ramakrishna College of Arts & Science (Autonomous) Coimbatore -641006**Dr. S. Christy Monisha**Assistant professor, PG & Research Department of Commerce
Sri Ramakrishna College of Arts & Science (Autonomous) Coimbatore -641006**Dr.Bindu Menon**Associate Professor
Chhatrapati Shahu Institute of Business Education and Research (CSIBER), Kolhapur**C.MANSI SANWAL**Assistant professor, Department of Commerce with Professional Accounting
Kathir college of arts and science, Neelambur - Coimbatore**ABSTRACT**

The significance of employee engagement to organizational success and stability is growing among IT employees in Tamil Nadu's changing business environment. Although employee engagement strategies have been implemented by organizations in areas including team work, open communication, recognition and training, there are still differences in the consistency and the long term effect on organizational commitment. Therefore this research explores the linkages between employee engagement strategies, psychological engagement and organizational commitment, and assesses the ability of employee engagement strategies to predict organizational commitment among IT employees. A quantitative-descriptive research design was employed. Primary data were collected from 131 IT employees using convenience sampling method. The study's findings also reveal that there are considerable to high levels of employee engagement in terms of 'Teamwork and collaboration' (Mean= 3.809) and 'Pride in Organization' (Mean = 3.870). Additionally, organizational commitment averaged 3.609. These results indicate the necessity of establishing formal processes for employee engagement to increase job stability among IT employees.

Keywords: *Employee engagement, Organizational commitment, Workplace motivation, Psychological involvement, Retention intention*

1. BACKGROUND OF THE STUDY

The growing recognition of employee engagement as a key determinant of organizational sustainability and competitive advantage means it is now viewed in the Indian corporate environment as a core human resource strategy rather than merely as an additional 'soft' people management activity. According to Singh (November 9, 2024), companies with very high levels of employee engagement have experienced 202% better results than their competitors, 41% less absenteeism, and 21% higher profit margins. Furthermore, Aon India estimates that disengaged employees may cost Indian organizations as much as ₹1.1 lakh crore per year in lost productivity (Singh, 2024 November 9). As such, these numbers illustrate that employee engagement is both a macroeconomic and organizational stability factor that is clearly associated with increased employee commitment and retention. At a national level, there is evidence that workplaces in India have shown better levels of employee engagement and job satisfaction when compared to other countries. As stated by The Hindu (2025, August 23), in comparison with a world-wide average of 75% engagement, 82% of Indian employees were engaged at work, and in comparison with a world-wide average of 76%, 84% of employees reported they were satisfied with their jobs. Of particular note, 84% of employees between the ages of 35-44 and 85% of those between the ages of 45-54 were highly engaged at work, which was above the international average. Additionally, women in India reported being 84% engaged, while men reported 80% engagement and the world-wide average was 75%. In general, these statistics appear to support the idea that many organisations in India are promoting inclusivity and creating opportunities for recognition and empowerment for employees from all demographics, leading to stronger commitments among them to their organisations. Studies conducted in both India and globally demonstrate that employee engagement significantly predicts organisational commitment (Islam & Islam, 2021, Nazir & Islam, 2017, Lavendasari et al., 2025). Thomas et al. (2025), demonstrated that in the banking and insurance sectors of Tamil Nadu, engagement mediates the relationship between job satisfaction and organisational commitment. The evidence suggests that formal strategies for engagement including leadership support, communication, recognition and learning opportunities are likely to have an impact on employees' emotional connection to their work and their commitment to the organisation. Recent pan-Indian data shows that recognition systems are one of the most important factors for employee engagement, with many employers now using a multidimensional approach for their recognition system, team opportunities reported that 92% of respondents said they were motivated by recognition at work and with over 10,000 respondents, this was the number one motivator. Additionally, 91% of the respondents stated they would be willing to take on challenging projects, indicating that performance motivation is an aspect of employee motivation for India-based employees. The survey also showed that 65% of Gen Z respondents wanted to have stable careers, which indicates that job security will continue to be an important factor for retaining employees in a rapidly changing economic environment like Tamil Nadu, where the economy is growing due to the expansion of industries including IT, banking and manufacturing.

2. STATEMENT OF THE PROBLEM

Employee engagement is becoming an increasingly important factor for organizations that wish to achieve long-term success and stability among IT employees in today's changing business landscape in Tamil Nadu. As a result of this growing emphasis on employee engagement, many IT organizations have begun using multiple strategies including promoting teamwork, creating an open and transparent communication system, developing a recognition system, providing leadership support, and implementing training programs to increase employee motivation and participation in the workplace. The fact that most organizations use these strategies does not mean that they are applied with the same level of consistency or effectiveness across different departments. Employees' psychological engagement also varies from moderate to very high. Psychological engagement is demonstrated by IT employees through increased pride in their organization, motivation, enthusiasm, and a sense of purpose at the workplace. Although there are relatively higher levels of organizational commitment, particularly in terms of long-term retention intentions and emotional attachment, there appears to be a possible gap between organizational engagement initiatives and sustained commitment outcomes. Thus, while available evidence suggests that engagement initiatives have a positive influence, it remains important to examine whether these strategies directly and significantly affect both psychological engagement and organizational commitment among IT employees. Therefore, a systematic study is required to investigate the employee engagement strategies on organizational commitment among IT employees in Tamil Nadu.

2.1 OBJECTIVES OF THE STUDY

1. To examine the relationship among employee engagement strategies, psychological engagement, and organizational commitment among IT employees in Tamil Nadu.
2. To analyze the influence of engagement strategies on organizational commitment among IT employees in Tamil Nadu.

3. RESEARCH METHODOLOGY

A quantitative and descriptive research methodology has been adopted to study the impact of Employee Engagement Strategies on Organizational Commitment among IT employees in Tamil Nadu. A total of 131 IT employees were surveyed through a structured questionnaire. The participants were selected based on a Convenience Sampling Technique. The demographic characteristics of the participants indicate that 39.7% have experience of 2 to 5 years, 28.2% have experience of 6 to 10 years, and 51.1% are at middle-level positions in their respective IT organizations. Descriptive Statistics was utilized to measure the degree of engagement for each participant, Pearson Correlation Analysis was conducted to examine the relationship among the variables, Multiple Regression Analysis with ANOVA was performed to assess the predictive influence of the independent variables and the overall significance of the model

4. ANALYSIS AND INTERPRETATION

Table No.1: Organizational Engagement Strategies

Factors	Mean	Std. Deviation
My organization conducts regular employee engagement programs.	3.679	1.118
Management encourages open communication.	3.725	1.137
Employees are involved in decision-making processes.	3.336	1.127
Recognition programs motivate employees to perform better.	3.634	1.138
Training and development programs enhance engagement.	3.672	1.237
Leadership supports employee well-being initiatives.	3.565	1.082
Performance feedback is constructive and regular.	3.657	1.142
The organization promotes teamwork and collaboration.	3.809	1.177
Reward systems are fair and transparent.	3.405	1.149
Engagement strategies are consistently implemented across departments.	3.481	1.077
Average Score	3.596	1.138

Table 1 indicates that Teamwork and collaboration was ranked as number one on the list of organizational engagement strategies with a mean score of 3.809. Open Communication Encouragement was second with a mean of 3.725. Regular Engagement Programs recorded a third place mean score of 3.679. Training and Development Support had a fourth-place mean score of 3.672. Constructive Performance Feedback was fifth with a mean of 3.657. Recognition Programs Motivation came in sixth with a mean of 3.634. Leadership Support for Well-being recorded a seventh-place mean of 3.565. Consistent Employee Involvement registered an eighth-place mean of 3.481. Fair and Transparent Rewards recorded a ninth-place mean of 3.405. Employee Involvement in Decision Making recorded the lowest mean score of 3.336.

Table No.2: Psychological Engagement & Employee Involvement

Factors	Mean	Std. Deviation
I feel emotionally connected to my work.	3.763	1.108
I am enthusiastic about my job responsibilities.	3.771	1.134
I put extra effort into my work beyond expectations.	3.802	1.224
I feel proud to work in this organization.	3.870	1.063
I am fully absorbed in my work tasks.	3.733	1.058
My work gives me a sense of purpose.	3.725	1.144
I feel motivated to contribute to organizational success.	3.817	1.169
I willingly participate in organizational initiatives.	3.710	1.049
I feel valued as an important part of the organization.	3.504	1.133
I feel encouraged to share innovative ideas.	3.664	1.107
Average Score	3.736	1.119

The psychological engagement factors are shown in order from highest to lowest in Table 2, 'pride in organization' had the highest value with a mean of 3.870. 'motivation for organizational success' had a mean of 3.817. Next was 'extra effort beyond expectations', which had a mean of 3.802. 'job enthusiasm' was ranked fourth with a mean of 3.771. The emotional connection to work ranked fifth with a mean of 3.763. 'absorption in work tasks' ranked sixth with a mean of 3.733, and 'sense of purpose in work' ranked seventh with a mean of 3.725. 'participation in initiatives' ranked eighth with a mean of 3.710. 'encouragement for innovative ideas' ranked ninth with a mean of 3.664, and 'feeling valued in organization' ranked tenth with a mean of 3.504.

Table No.3 : Organizational Commitment

Factors	Mean	Std. Deviation
I strongly feel that I belong to my organization.	3.740	1.107
I plan to stay with this organization for a long period.	3.397	1.135
I remain loyal to my organization.	3.641	1.089
I am ready to contribute extra effort for organizational success.	3.847	1.120
I would suggest this organization as a good workplace.	3.740	1.187
I feel emotionally connected to my organization.	3.435	1.124
Leaving this organization would be difficult for me.	3.305	1.095
I feel proud to tell others that I work here.	3.740	1.174
I share the values of this organization.	3.710	1.085
I see my future career growth within this organization.	3.534	1.118
Average Score	3.609	1.123

As shown in Table 3, within the Organizational Commitment theme, 'Will to exert effort for contribution to the organization' has the highest ranking with an average rating of 3.847. The three items 'Recommendation as a good workplace,' 'Sense of belonging,' and 'Pride in the workplace identity,' all have the same average of 3.74, which is also the second-highest. 'Shared organizational values' is ranked third, with an average of 3.71, while 'Organizational Loyalty' is fourth, with an average of 3.64. 'Perceived Career Growth Opportunities' is fifth, with an average of 3.53. 'Emotional Attachment to Organization' has an average of 3.44, 'Long Term Retention Intention' has an average of 3.40, and 'Ease in Leaving Organization' stood at last with an average of 3.31.

Hypothesis H₀₁ : There is no significant correlation between Organizational Engagement Strategies, Psychological Engagement, and Organizational Commitment.

Table No.4: Correlation between Engagement Strategies and Commitment

		Correlations		
		Organizational Engagement Strategies	Psychological Engagement & Employee Involvement	Organizational Commitment
Organizational Engagement Strategies	Pearson Correlation	1	.548**	.641**
	Sig.		.000	.000
Psychological Engagement & Employee Involvement	Pearson Correlation	.548**	1	.531**
	Sig.	.000		.000
Organizational Commitment	Pearson Correlation	.641**	.531**	1
	Sig.	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed), N = 131

Table 4 shows that there was a significant positive relationship between Organizational Engagement Strategies, Psychological Engagement and Organizational Commitment. The relationship of Engagement Strategies to Commitment was very strongly correlated ($r=0.641$), $p<0.01$) and the relationship between Engagement Strategies and Psychological Engagement was moderately correlated ($r=0.548$), $p<0.01$). The relationship between Psychological Engagement and Commitment was also moderately correlated ($r=0.531$) $p<0.01$). Therefore, the null hypothesis can be rejected, indicating that engagement strategies had a statistically significant effect on organizational commitment in Tamil Nadu.

Hypothesis H₀₂ : There is no significant linear relationship between Engagement Strategies and Organizational Commitment.

Table No.5: Model Summary and ANOVA for Organizational Commitment

Model Summary ^b										
Model	R	R ²	Adj. R ²	Std. Error	Change Statistics					D W
					ΔR ²	F	df1	df2	Sig.	
1	.676 ^a	.457	.449	3.99456	.457	53.911	2	128	.000	1.950
a. Predictors: (Constant), Psychological Engagement & Employee Involvement, Organizational Engagement Strategies										
b. Dependent Variable: Organizational Commitment										
ANOVA ^a										
Model	SS		df	MS	F	Sig.				
1	Regression	1720.465	2	860.233	53.911	.000 ^b				
	Residual	2042.436	128	15.957						
	Total	3762.901	130							
a. Dependent Variable: Organizational Commitment										
b. Predictors: (Constant), Psychological Engagement & Employee Involvement, Organizational Engagement Strategies										

Table No. 5 indicates that both Organizational Engagement Strategies and Psychological Engagement are significant predictors of Organizational Commitment. As indicated in this table, the regression model produces a high correlation coefficient of $R = 0.676$ and an R^2 of 0.457, which means that 45.7% of the total variance can be attributed to the two predictor variables. Therefore, it is confirmed that there exists a strong explanatory capacity through the adjusted R^2 of 0.449. There is no evidence for autocorrelation as shown through the Durbin-Watson statistic with the value of 1.950. Likewise, the ANOVA results clearly indicate that the model is statistically significant at the 1% level ($F = 53.911$, $p = 0.000$). Thus, the null hypothesis can be rejected.

Table No.6: Regression and Residual Analysis for Organizational Commitment

Coefficients ^a						
Model		Unstandardized		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.549	2.740		3.120	.002
	Organizational Engagement Strategies	.498	.077	.501	6.431	.000
	Psychological Engagement & Employee Involvement	.258	.078	.257	3.296	.001
a. Dependent Variable: Organizational Commitment						
Residuals Statistics ^a						
Measure	Min.	Max.	Mean	SD	N	
Predicted Value	25.2535	41.0317	36.0916	3.63790	131	
Residual	-14.73138	8.71896	.00000	3.96372	131	
Std. Predicted Value	-2.979	1.358	.000	1.000	131	
Std. Residual	-3.688	2.183	.000	.992	131	
a. Dependent Variable: Organizational Commitment						

Table 6 illustrates that Organizational Engagement Strategies and Psychological Engagement have significant predictors for Organizational Commitment. Organizational Engagement Strategies were the strongest predictors of Organizational Commitment ($\beta = 0.501$, $p = 0.000$) whereas Psychological Engagement was found to be positively and significantly related to Organizational Commitment ($\beta = 0.257$, $p = 0.001$). As evidence of the models' stability, residual values had an average of 0.00, and a standard deviation of 3.96, all standardized residuals fell within the allowed limits (-3.69 to +2.18). These results clearly indicate that both psychological and organizational engagement strategies influence employees in Tamil Nadu' organizational commitment.

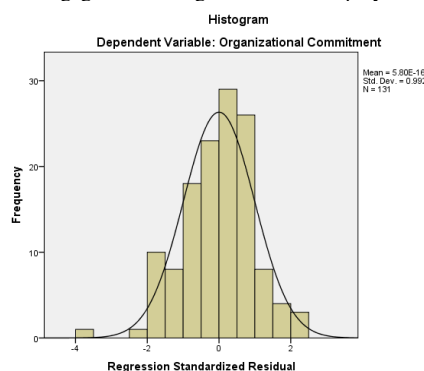


Figure 1: Histogram of Regression Standardized Residuals for Organizational Commitment

5. FINDINGS

The descriptive statistics provided indicate that 'Organizational Engagement Strategies' received a moderately high mean value from IT employees working in Tamil Nadu ($M = 3.596$). Furthermore, the three highest means were found in the following areas: teamwork and collaboration ($M = 3.809$), encouragement of open communication ($M = 3.725$), and regular programs for employee engagement ($M = 3.679$). Conversely, the area with the lowest mean was 'employee participation in decision-making' ($M = 3.336$), suggesting there is little opportunity for employee involvement. In addition, 'psychological engagement' had the highest overall mean ($M = 3.736$), and 'pride in the organization' ($M = 3.870$) had the highest mean within this category, whereas 'motivation for organizational success' ($M = 3.817$) had the next highest mean in this category. Additionally, 'feelings of being valued by the organization' ($M = 3.504$) had the lowest mean amongst the psychological engagement items. Lastly, 'organizational commitment' displayed a mean of ($M = 3.609$), while 'willingness to contribute effort' ($M = 3.847$) had the highest mean, but 'difficulty in leaving the organization' ($M = 3.305$) displayed the lowest mean and therefore indicates relatively low retention intent amongst IT employees. The present study's findings have been confirmed by the use of inferential statistical techniques. The correlation analysis has shown a very strong and positive relationship between the variables of 'Organizational Engagement Strategies', 'Psychological Engagement' and 'Organizational Commitment.' The greatest relationship of all was seen between 'Organizational Engagement Strategies' and 'Organizational Commitment' with a correlation value of $r = .641$ at $p < .01$, and as well as, a positive relationship was observed between 'Organizational Engagement Strategies' and 'Psychological Engagement' ($r = .344$, $p < .01$) and between 'Psychological Engagement' and 'Organizational Commitment' ($r = .351$, $p < .01$). Using regression analysis, it was demonstrated that approximately 45.7 percent of the variation of the dependent variable of 'Organizational Commitment' could be explained through the independent predictors ($R^2 = .457$), and therefore, the entire model was statistically significant ($F = 53.911$, $p = .000$). In addition, beta values indicated that 'Organizational Engagement Strategies' was the most important predictor for the dependent variable of 'Organizational Commitment' ($\beta = .501$, $p = .000$), and secondly, the independent variable of 'Psychological Engagement' was the second most important predictor ($\beta = .257$, $p = .001$). Therefore, these results clearly show that structured employee engagement strategies can greatly contribute to an increase in organizational commitment in IT employees located in Tamil Nadu.

5.1 SUGGESTIONS

The participative management practices in organizations of Tamil Nadu, specifically the participative nature of employees in the decision making process, needs to be developed and strengthened. In addition to developing transparent compensation packages, there is an urgent need for consistent application of employee engagement strategies to all departments within an organization. As evidenced by the high levels of team work and communication that exist in the workplace, management can capitalize on these strengths by creating structured collaborative projects, cross functional teams and ongoing feedback processes that will assist in sustaining high levels of employee engagement. Organizational engagement strategies are a significant determinant of commitment and therefore formalized engagement strategies that include integrated recognition programs, continuous training and effective leadership support are needed to develop a culture of engagement. Additionally, the psychological factors of pride and motivation should be developed by having the individual's values aligned with those of the organization, and by providing the individual with clear career development opportunities. The lower level of intent to retain long term may indicate the need for employees to have clearly defined career paths and internal job opportunities available so that they are able to commit to their employment.

5.2 CONCLUSION

The research has shown that employee engagement strategies (i.e., employee development strategies) significantly affect organizational commitment of it employees in tamil nadu. Although the results of the descriptive statistics are good for both engagement practices and psychological involvement, some areas could be improved, including employee participation in decisions, and long term retention intention. Additionally, the results of the statistical analysis indicated a significant positive correlation existed between employee engagement strategies, psychological engagement, and organizational commitment. Specifically, the results of the statistical analysis demonstrated that employee engagement strategies were the best predictor of psychological engagement and ultimately organizational commitment.

The studies support the conclusion that employee engagement is an important driver of organizational commitment as it is directly linked to employee commitment. In addition, by creating and developing an employee engagement strategy organizations may be able to develop employee morale, create a sense of belonging, and promote employee involvement in their work. As well, from a macro-perspective, having a high level of organizational commitment amongst IT employees in Tamil Nadu will likely result in better employee retention and productivity. In addition, for employees, the use of strong engagement strategies results in higher levels of job satisfaction, the availability of clear career paths and development opportunities, and a greater sense of emotional security which will provide both individual and organizational benefits.

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