

## **The Commitment Conundrum: What IT Employees Really Think About Their Organizations**

This study aimed to evaluate the various dimensions of Organizational Commitment (OC) among IT employees by analyzing their perceptions and attitudes towards their organizations. Data was collected from 1,030 IT employees through a structured survey, and the mean ranks of different dimensions of organizational commitment were calculated to understand what factors employees prioritize and how they feel about their relationship with their employers. The analysis revealed that there is no significant difference in the mean ranks across different dimensions of OC, but it highlighted key areas of employee sentiment.

### **Key Findings:**

The results of the study identified several key aspects of organizational commitment, ranked by the employees based on their perceptions:

1. Effort for Organizational Growth:  
Employees ranked their willingness to put great effort into the growth of the organization the highest, with a mean rank of 8.96. This reflects a strong commitment to the company's success, indicating that employees are motivated to contribute to organizational goals.
2. Sharing Positive Words About the Organization:  
Following closely, employees' tendency to speak positively about the organization to others ranked at 8.41, highlighting a general sense of pride or satisfaction with their employer, which can contribute to the company's reputation and employee advocacy.
3. Care for Organizational Fate & Inspiration:  
Employees care about the fate of the organization, with a mean rank of 7.98, and feel inspired to perform at their best by the organization, with a mean rank of 7.76. This suggests that employees have a sense of attachment and motivation to achieve excellence for the benefit of the organization.
4. Difficulty Agreeing with Organizational Policies:  
A notable proportion of employees reported difficulty agreeing with the organization's policies on important employee matters, with a mean rank of 7.46. This indicates some level of discontent or disagreement with management decisions, particularly on key areas affecting employees directly.
5. Perceived Interchangeability:  
Employees indicated that they could be working for a different organization, as long as the work itself was similar, with a mean rank of 7.45. This suggests a moderate level of detachment, with employees feeling that their attachment to the organization is not strongly tied to the organization itself, but more to the work they do.

6. Values Alignment:  
Employees feel that their personal values align with the organization's values, with a mean rank of 7.04, showing a reasonable degree of congruence between personal and organizational values, which is crucial for fostering commitment and satisfaction.
7. Perceived Lack of Benefits:  
A lower rank of 6.96 was assigned to the belief that employees don't gain much from the organization, suggesting that some employees may feel underappreciated or undervalued. Similarly, employees rated the statement that leaving the organization would not bring much change to their life at 6.85, indicating a sense of indifference or low attachment.
8. Thinking Positively About the Organization:  
The thought of thinking the best about the organization ranked at 6.37, showing that while employees generally have a positive view of their organization, there is a lack of strong enthusiasm or emotional attachment to the company.
9. Job Assignment Flexibility:  
Employees were somewhat willing to accept almost any job assignment to continue working for the organization, with a mean rank of 6.29, indicating moderate loyalty but not a deep commitment.
10. Loyalty and Negative Feelings:  
The lowest rankings were given to loyalty and negative feelings. Employees reported a low level of loyalty (mean rank 5.85) and negative thoughts about working for the organization, with a rank of 3.63. These results suggest that while employees are not entirely disengaged, there is room for improvement in fostering loyalty and addressing negative perceptions within the workforce.

### **Interpretation:**

The analysis indicates that while IT employees are generally willing to contribute to their organization's success and maintain positive opinions about the work they do, there are areas of concern that could impact long-term organizational commitment. Employees are less likely to feel a deep emotional connection to their organization, and there is a noticeable level of discontent regarding organizational policies and perceived benefits.

Key factors influencing organizational commitment in IT employees include the alignment of personal values with organizational values, the willingness to speak positively about the company, and the effort put into organizational growth. However, loyalty remains low, and negative perceptions are present, particularly regarding the organizational policies and the overall value employees derive from the company.

## Conclusion:

To improve organizational commitment, IT companies should focus on aligning their policies with employee expectations, ensuring that employees feel valued and that their personal and professional growth is supported. Strengthening employee engagement programs, clear communication, and opportunities for career advancement could improve the overall sense of commitment and reduce feelings of indifference or detachment.

Organization Commitment	Mean Rank	Chi-Square value	P value
I am willing to put in a great effort above and beyond what is expected to help this organization be successful.	8.96	1827.586	<0.001**
I tell my friends this is a great organization to work for.	8.41		
I would accept almost any job assignment in order to keep working for this organization.	6.29		
I find that my values and the organization's values are very similar.	7.04		
This organization really inspires the very best in me in the way of job performance.	7.76		
I really care about the fate of this organization.	7.98		
For me this is the best of all possible organizations.	6.37		
It would take very little change in my present circumstances to cause me to leave this organization.	6.85		
I feel very little loyalty to this organization.	5.85		
I could just as well be working for a different organization as long as the type of work was similar.	7.45		
There's not too much to be gained by staying with this organization.	6.96		
Often I find it difficult to agree with this organization's policies related to important employee matters.	7.46		
Deciding to work for this organization was a definite mistake on my part.	3.63		

Note: \*\* Denotes significant at 1% level