

The Role of Employee Engagement in Enhancing Organizational Commitment Among Millennials in the Indian IT Sector

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Abstract

The study explores the relationship between employee engagement and organizational commitment among millennial professionals in India's IT sector. Using survey responses from 280 employees across Tier-1 cities, the research applies correlation and regression analysis to evaluate how engagement dimensions—vigor, dedication, and absorption—impact affective, continuance, and normative commitment. Findings reveal a strong positive correlation ($r = 0.64$, $p < 0.01$), with dedication and absorption emerging as significant predictors of organizational loyalty. Notably, continuance commitment was less influenced by engagement, reflecting millennials' preference for meaningful work over job security. The results suggest that IT firms must emphasize inclusive communication, recognition, career growth, and participatory culture to enhance employee engagement and retain talent. Tailored strategies aligned with millennial values can strengthen emotional bonds with the organization, reduce attrition, and improve long-term performance. The study contributes to contemporary HR practices by framing engagement as a strategic driver of millennial commitment in knowledge-intensive industries.

Keywords

Employee Engagement; Organizational Commitment; Millennials; IT Sector; India

1. Introduction

Employee engagement has emerged as a crucial determinant of organizational performance and employee retention, especially within knowledge-driven industries like information technology (IT). In the context of India's booming IT sector, millennial employees—characterized by ambition, mobility, and a desire for meaningful work—form a significant portion of the workforce. However, their commitment to organizations is often challenged by a high attrition rate and evolving work expectations. Engagement strategies such as meaningful feedback, flexible work environments, and recognition have proven to enhance satisfaction and loyalty. This study investigates the relationship between employee engagement and organizational commitment among millennials in select Indian IT companies. The objective is to identify the engagement practices that effectively foster long-term commitment in this dynamic and competitive workforce segment.

2. Literature Review

Employee engagement refers to an employee's emotional and cognitive investment in their work and organizational goals (Kahn, 1990). Saks (2006) emphasized that engaged employees demonstrate higher levels of affective commitment and discretionary effort. In the Indian context, Rathi and Barath (2013) found that psychological empowerment and job satisfaction are key mediators between engagement and retention. Millennials, in particular, are more responsive to inclusive, transparent, and purpose-driven cultures (Schullery, 2013). According to Anitha (2014), leadership quality and two-way communication significantly drive engagement outcomes. Yet, despite an abundance of global studies, few have examined how engagement

strategies impact millennials' organizational commitment in the Indian IT sector. This study addresses that gap using an empirical approach in urban IT workplaces.

3. Research Methodology

The study follows a quantitative research design using a structured questionnaire to examine the relationship between employee engagement and organizational commitment. The population includes millennial employees (aged 25–38) working in Tier-1 IT hubs such as Bengaluru, Hyderabad, and Pune. A convenience sampling technique was used to gather 280 responses from mid-level employees across five major IT firms. The instrument included 24 items rated on a 5-point Likert scale, divided into two constructs: employee engagement (vigor, absorption, dedication) and organizational commitment (affective, continuance, and normative dimensions). Data reliability was validated using Cronbach's alpha (≥ 0.80). Descriptive analysis, Pearson correlation, and multiple regression were conducted using SPSS 26 to explore the strength and direction of the relationship between engagement and commitment.

4. Data Analysis

Among the 280 respondents, 61% were male and 39% female, with an average work experience of 4.2 years. The mean employee engagement score was 3.79 (SD = 0.58), and the organizational commitment score averaged 3.65 (SD = 0.60). Pearson correlation indicated a strong positive relationship between engagement and commitment ($r = 0.64$, $p < 0.01$). Regression analysis identified dedication ($\beta = 0.41$, $p < 0.001$) and absorption ($\beta = 0.33$, $p = 0.005$) as significant predictors of commitment, explaining 49% of the variance ($R^2 = 0.49$). Continuance commitment showed weaker links with engagement factors. These findings highlight that intrinsic motivation and task involvement are more influential in enhancing loyalty among millennials compared to job security or tenure.

5. Findings and Suggestions

The study establishes that employee engagement strongly predicts organizational commitment among millennial IT employees. Engagement components such as dedication to work and psychological absorption significantly increase affective and normative commitment. In contrast, factors associated with job security had limited influence, aligning with millennials' value-driven career orientation. Based on these insights, IT firms should focus on recognition programs, growth opportunities, and a participatory culture to drive deeper engagement. Encouraging autonomy, fostering open communication, and providing mentorship can also strengthen emotional bonds with the organization. HR leaders must revisit engagement strategies not as compliance tools but as value enablers to reduce turnover. Tailoring policies to millennial expectations will help organizations retain talent and maintain long-term performance in a competitive market.

6. Conclusion

This study highlights that employee engagement plays a pivotal role in fostering organizational commitment among millennials in India's IT sector. Emotional and cognitive aspects of engagement—such as dedication and absorption—emerge as key drivers of loyalty, outweighing traditional security-based motivators. As generational shifts redefine workplace expectations, companies must align engagement strategies with millennial values like autonomy, purpose, and inclusivity. Doing so not only boosts retention but also promotes a culture of high performance and innovation. HR practitioners and business leaders must treat engagement as a strategic lever for talent sustainability in the fast-paced, high-turnover IT industry.

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