

Employee Commitment among Information Technology Professionals: A Gender-Based Analysis

Dr. Poonam Naresh Kakkad¹, Mrs. Naveena Suresh²

¹Vice Principal and IQAC Coordinator Nirmala Memorial Foundation, College, Kandivali

²Assistant Professor, Sree Narayana Guru College of Commerce, Research Scholar, Ramanand Arya D.A.V College, Bhandup.

ABSTRACT

Employee commitment is a critical determinant of organizational effectiveness, influencing employee retention, productivity, and overall organizational performance. In the dynamic Information Technology (IT) sector, where workforce diversity and evolving work environments present unique challenges, understanding gender-based differences in employee commitment is essential for developing inclusive human resource strategies. This study examines employee commitment among IT professionals from a gender perspective.

The study employed a quantitative research design using a structured questionnaire to collect primary data from 512 IT professionals working in selected Information Technology companies. A convenience sampling technique was adopted for data collection. Employee commitment was assessed across its key dimensions using a validated measurement scale.

The study contributes to the growing body of literature on employee commitment in the IT sector by providing empirical evidence on gender-based variations. It offers practical implications for HR managers and organizational leaders in designing inclusive employee engagement, retention, and commitment enhancement strategies. Future research may explore additional demographic and organizational factors influencing employee commitment across diverse industrial sectors.

KEYWORDS: Employee Commitment, Gender-Based Analysis, Information Technology Sector, Organizational Commitment, Human Resource Management, IT Professionals.

INTRODUCTION

The Information Technology (IT) sector has emerged as one of the fastest-growing and most competitive industries globally, contributing significantly to economic growth, technological advancement, and employment generation. The success of IT organizations largely depends on their ability to attract, develop, and retain talented professionals capable of adapting to rapid technological changes and dynamic business environments. In this context, **employee commitment** has become a critical organizational asset, as committed employees demonstrate higher levels of motivation, productivity, innovation, and organizational citizenship behaviour, ultimately enhancing organizational performance and competitiveness.

Employee commitment refers to the psychological attachment and emotional bond that employees

develop towards their organization. It reflects an individual's willingness to remain with the organization, align with its goals and values, and contribute beyond formal job responsibilities. Committed employees exhibit greater loyalty, lower turnover intentions, higher job satisfaction, and improved performance. Consequently, organizations increasingly recognize employee commitment as a strategic factor for achieving sustainable organizational success, particularly in knowledge-intensive industries such as Information Technology.

The IT industry is characterized by intense competition, rapid technological innovation, project-based work, global collaboration, flexible work arrangements, and increasing workforce mobility. These characteristics create both opportunities and challenges for employees, influencing their level of organizational commitment. Factors such as career advancement opportunities, leadership support, organizational culture, work-life balance, employee well-being, recognition, and learning opportunities significantly shape employees' commitment towards their organizations. Maintaining a committed workforce has therefore become a major challenge for IT organizations facing high attrition rates and increasing competition for skilled professionals.

In recent years, workforce diversity has become a strategic priority for organizations worldwide. Gender diversity, in particular, has received considerable attention due to its influence on workplace experiences, career progression, leadership opportunities, and employee engagement. Although organizations are increasingly adopting inclusive human resource practices, male and female employees may experience organizational policies, work demands, career expectations, and work-life responsibilities differently. These differences may influence their psychological attachment to the organization and their overall level of employee commitment. Understanding these gender-based variations is essential for designing equitable human resource policies and creating an inclusive organizational environment.

Previous studies have reported mixed findings regarding gender differences in employee commitment. Some researchers suggest that female employees exhibit stronger affective commitment due to relational and organizational support factors, whereas others report higher commitment among male employees owing to career advancement opportunities and organizational tenure. Several studies have also found no significant gender differences, indicating that organizational practices and workplace culture may play a more influential role than gender alone. These inconsistent findings highlight the need for further empirical investigation, particularly within the Indian IT sector, where changing workforce demographics and evolving work arrangements continue to reshape employee experiences.

Against this backdrop, the present study examines **employee commitment among Information Technology professionals from a gender-based perspective**. The study aims to compare the level of employee commitment between male and female IT professionals and identify whether gender significantly influences organizational commitment. By analysing responses from **512 IT professionals**, the study seeks to contribute empirical evidence to the existing literature on employee commitment and provide insights for human resource practitioners in developing gender-inclusive policies that strengthen employee engagement, retention, and organizational effectiveness.

The findings of this study are expected to assist organizational leaders and HR professionals in understanding the role of gender in shaping employee commitment and in formulating evidence-based strategies that foster an inclusive, supportive, and high-performance work environment. Moreover, the study contributes to the broader discourse on diversity management and sustainable human resource practices in the rapidly evolving Information Technology sector.

REVIEW OF LITERATURE AND HYPOTHESIS DEVELOPMENT

Lolith and Johnson (2015) conducted a notable study titled “*Employee Engagement and Organizational Commitment among IT Sector Employees in Kerala*,” which was presented at the Twelfth AIMS International Conference on Management. The research aimed to analyze the degree to which employee engagement influences organizational commitment within the IT industry, a sector known for its dynamic work culture and demanding environment. The sample size consisted of 70 respondents, and both primary and secondary data were utilized to draw comprehensive insights. The hypothesis that employee engagement has a positive and significant relationship with organizational commitment—covering affective, continuance, and normative dimensions—was strongly supported by the analysis. The study’s findings indicated that IT employees who receive adequate organizational support, required resources, recognition, and developmental opportunities demonstrate heightened commitment and engagement. It further suggested that a combination of motivation, involvement, and well-being drives employees to align their personal goals with organizational objectives, thereby strengthening both their commitment and long-term retention.

Mittal et al. (2015) conducted a comparative study titled “*Employee Commitment in Public and Private Banks in India*” with the objective of understanding the differences in commitment levels across the two sectors. The study adopted a quantitative methodology, wherein primary data were collected from 203 employees belonging to both public and private banking institutions through a structured questionnaire specifically designed to measure the three dimensions of employee commitment— affective, continuance, and normative. The t-test was employed to statistically compare these three commitment dimensions between the two categories of banks. The findings of the research revealed that employees working in public sector banks demonstrated higher levels of overall commitment when compared to those employed in private sector banks. This result highlights that factors such as job security, pension benefits, and long-term employment prospects in public banks contribute more strongly to employee attachment and organizational loyalty than the competitive, performance-oriented environment typical of private sector banks. The study thereby concluded that public sector employees tend to develop a stronger sense of belonging and moral responsibility toward their organization, while private sector employees exhibit relatively higher turnover tendencies due to work pressure and profit-driven structures.

Noushin Kamali Sajjad et al. (2013) examined the relationship between Quality of Work Life (QWL) and Organizational Commitment (OC) in their comprehensive research aimed at identifying how different elements of work life quality influence employees’ attachment and dedication toward their organizations. The study used random stratified sampling to gather representative data, ensuring diversity in the sample population. To measure the association between QWL components and OC, researchers applied the Pearson correlation coefficient, which enabled them to assess the degree of significant relationships among multiple variables. The results demonstrated that factors such as social integration, cohesion, and general life space were most closely correlated with employee job performance and organizational identification, whereas elements like salary, allowances, and growth opportunities showed weaker correlations with commitment. Interestingly, health, safety, and work environment conditions emerged as the most influential determinants of organizational commitment, reflecting employees’ preference for stability, well-being, and supportive physical environments over purely financial incentives. The study emphasized that improving employees’ QWL is a strategic approach to enhancing their sense of commitment, motivation, and overall job satisfaction.

Ratmawati (2013) carried out an empirical study focusing on the link between financial compensation and employees' organizational commitment. The research findings confirmed a statistically significant relationship between the two, highlighting that while fair and satisfactory compensation structures contribute positively to commitment, they alone are not sufficient to sustain long-term motivation. The study suggested that organizations must supplement salary-based compensation with performance-based incentives, recognition programs, and career growth prospects to reinforce employees' loyalty and motivation. It was argued that although financial rewards remain an essential factor in strengthening the perceived value of employment, intrinsic motivators and opportunities for self-development are equally vital in maintaining employees' enduring commitment to the organization.

Dixit and Bhati (2012) authored an influential paper titled "*A Study About Employee Commitment and Its Impact on Sustained Productivity in the Indian Auto-Component Industry.*" The research emphasized the strategic importance of employee commitment as a central driver of long-term productivity and competitiveness. According to their findings, highly committed employees demonstrate stronger engagement levels, take greater responsibility for organizational outcomes, and exhibit enhanced job performance leading to better productivity metrics. The study postulated that fostering sustained productivity within manufacturing and industrial sectors depends largely on management's ability to cultivate affective and normative commitment through participative policies, career advancement, and transparent communication. In essence, employee commitment was portrayed not merely as an emotional construct but as an economic and organizational necessity for maintaining consistent productivity standards in competitive markets.

Awasthy and Gupta (2010) investigated the organizational commitment of Indian managers employed in multinational companies (MNCs) in their research paper entitled "*Organizational Commitment of Indian Managers in Multinational Companies.*" Data were collected from three MNCs representing Sweden, the United Kingdom, and Korea, all operating as wholly owned subsidiaries in India. The researchers analyzed managerial perceptions using the Allen and Meyer (1990) framework, which delineates affective, continuance, and normative dimensions of commitment. The findings revealed that Indian managers mainly exhibited continuance commitment, indicating they were inclined to remain in their organizations due to perceived costs associated with leaving, such as loss of benefits or career stability. On the other hand, normative commitment—which reflects a sense of moral obligation to stay—was largely absent, while affective commitment varied across managers depending on their alignment with organizational values and leadership practices. This study provided key insights into how globalization and cultural differences impact employees' sense of belonging and attachment within multinational corporate structures operating in India.

Poornima Gupta (2009), in her research paper titled "*Organizational Commitment: A Study of a Manufacturing Unit in India,*" explored the determinants influencing different levels of employee commitment in the industrial context. The analysis classified employees based on demographic variables such as gender, years of experience, and type of employment, and revealed significant variations in commitment levels across these groups. The findings indicated that male and long-tenured employees tended to exhibit higher continuance commitment, while younger or contract-based employees often demonstrated lower commitment levels due to limited job security and fewer career progression opportunities. Additionally, the study underscored that management practices—particularly leadership approach, organizational communication, and recognition policies—significantly affect the degree of commitment employees hold toward their organizations. Gupta concluded that fostering an equitable

work culture, providing opportunities for professional growth, and maintaining open communication channels are essential for improving both affective and normative commitment within manufacturing setups.

HYPOTHESES DEVELOPMENT

H₀: There is no significant difference in the mean employee commitment between male and female Information Technology professionals.

H₁: There is a significant difference in the mean employee commitment between male and female Information Technology professionals.

RESEARCH METHODOLOGY

Objectives of the Study

1. To examine the level of employee commitment among Information Technology professionals.
2. To analyse gender-based differences in employee commitment among Information Technology professionals.
3. To provide recommendations for developing gender-inclusive human resource practices that enhance employee commitment in the Information Technology sector.

Sample

The data was collected using convenience sampling method from 512 respondents over a period of 6 months (December 2023-June 2024). Data was collected using structured questionnaire which was based on Allen Meyer's Commitment scale. It was a close ended questionnaire with Likert scale questions. The Sample Profile in this study consists of employees working in the Information Technology sector in Mumbai. The respondents were well aware about the questions used in the structured questionnaire and readily co-operated with the data collection process.

DATA ANALYSIS

Table:-1 Profile of the respondents with respect to gender.

Gender			
	Frequency	Percent	Cumulative Percent
Female	217	42.38	42.38
Male	290	56.64	99.02
Others	5	0.98	100.00
	512	100.00	

Source:-Researcher

Measures

Validated scales were used to measure the constructs of employee commitment. All the constructs were measured on a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). The responses were self-reported by the employees.

Table:-2 Descriptive Statistics for Gender.

Organizational									
Commitment	Female	217	2.97208	.484627	.038313	2.89642	3.04776	2.059	3.941

Male	290	2.93090	.483120	.054014	2.82339	3.03841	2.235	3.882
Others	5	2.76859	.525380	.097561	2.56885	2.96853	2.176	3.882
Total	512	2.92570	.503148	.022236	2.88211	2.96948	2.000	4.000

Source:-Researcher

The mean Organizational Commitment score was highest among female employees ($M = 2.972$, $SD = 0.485$), followed by male employees ($M = 2.931$, $SD = 0.483$) and other gender respondents ($M = 2.769$, $SD = 0.525$). The differences in mean scores are relatively small. The statistical significance of these differences should be confirmed using a one-way ANOVA.

Table:-3 Table for Anova

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
Organizational Commitment	Between Genders	1.116	5	.279	1.113	.354
	Within Genders	128.248	507	.253		
	Total	129.364	512			

Source:-Researcher

A one-way Analysis of Variance (ANOVA) was conducted to examine whether Organizational Commitment differs significantly across gender groups. The results revealed that the difference in mean Organizational Commitment among the gender groups was not statistically significant ($F = 1.113$, $p = 0.354$). Since the p-value (0.354) is greater than the significance level of 0.05, the null hypothesis is not rejected.

The study concludes that there is **no statistically significant difference in Organizational Commitment across gender groups** among the 512 IT professionals surveyed.

LIMITATIONS

1. Limited Sample and Geographical Coverage

The study is based on a restricted sample from a specific region/organization, which may limit the generalization of the findings to a wider population.

2. Use of Self-Reported Data

The responses are based on employees' perceptions and may be influenced by personal bias or inaccurate reporting.

3. Cross-Sectional Nature of the Study

The data is collected at a single point in time and therefore does not capture changes in Employee Commitment over a longer period.

FINDINGS

The one-way ANOVA analysis revealed that **there is no statistically significant difference in Organizational Commitment across gender groups** among Information Technology professionals

($F = 1.113$, $p = 0.354 > 0.05$). Although female employees reported a slightly higher mean Organizational Commitment ($M = 2.972$) than male employees ($M = 2.931$) and respondents in the "Others" category ($M = 2.769$), these differences were not statistically significant. Therefore, **gender does not significantly influence Organizational Commitment** among the IT professionals included in this study. Accordingly, the alternative hypothesis (H_{1b}) is **not supported**, and the null hypothesis (H_{0b}) is accepted.

Key Findings:

- No significant difference was found in Organizational Commitment across gender groups among IT professionals ($F = 1.113$, $p = 0.354 > 0.05$).
- Female employees recorded the highest mean Organizational Commitment, followed by male employees and the "Others" category.
- The observed differences in mean scores were statistically insignificant.
- Gender was **not a significant determinant** of Organizational Commitment in the present study.

CONCLUSION

The findings of the study indicate that Organizational Commitment does not differ significantly across gender groups among Information Technology professionals. Although female employees exhibited a marginally higher mean Organizational Commitment than male employees and respondents in the "Others" category, the one-way ANOVA results confirmed that these differences were not statistically significant ($F = 1.113$, $p = 0.354$). Therefore, gender was not found to be a significant factor influencing Organizational Commitment in the present study. The results suggest that organizational commitment among IT professionals is likely shaped by factors such as organizational culture, leadership support, career growth opportunities, work-life balance, and HR practices rather than gender alone. Consequently, IT organizations should focus on implementing inclusive and equitable human resource policies that foster commitment and engagement among all employees, irrespective of gender.

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