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"EXPLORING THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT, EMPLOYEE ENGAGEMENT, AND SATISFACTION IN THE IT INDUSTRY"

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Abstract: This study explores the intricate relationship between organizational commitment, employee engagement, and job satisfaction within the IT industry. As one of the fastest-growing sectors, the IT industry faces unique challenges, including high attrition rates, intense competition, and dynamic work environments that significantly impact employee attitudes and organizational performance. The research emphasizes the role of employee engagement in fostering a sense of belonging, organizational commitment in ensuring loyalty, and job satisfaction in enhancing productivity and reducing turnover intentions. By examining these three constructs together, the study provides a comprehensive framework for understanding how they collectively influence employees' work behavior and organizational outcomes. The research methodology adopts a quantitative approach, utilizing structured questionnaires distributed among IT professionals to collect primary data. Statistical tools such as correlation, regression, and Structural Equation Modeling (SEM) were applied to analyze the data and assess the strength of relationships among the variables. The findings highlight that employee engagement and organizational commitment significantly contribute to job satisfaction, while demographic factors further moderate these relationships. The study concludes that developing strategies to strengthen engagement, foster commitment, and enhance satisfaction can create a sustainable competitive advantage for IT firms. These insights not only bridge existing research gaps but also provide practical implications for HR managers in designing policies that improve employee retention and performance in the IT sector.

Keywords: Organizational Commitment, Employee Engagement, Satisfaction, IT

Introduction:

Organizational Commitment refers to the psychological attachment and loyalty that employees feel toward their organization. It reflects the extent to which individuals identify with the goals and values of the organization, are willing to put in effort on its behalf, and desire to remain a part of it. Unlike mere job satisfaction, which is more about personal contentment with one's role, organizational commitment encompasses a deeper sense of belongingness and emotional connection that ties employees to their workplace. This bond often influences employees' motivation, performance, and intention to stay within the organization, thereby making it a critical factor in human resource management and organizational success.

Scholars generally classify organizational commitment into three dimensions: affective, continuance, and normative commitment. Affective commitment reflects an emotional attachment, where employees remain because they genuinely want to; continuance commitment is based on the perceived costs of leaving, such as losing benefits, career stability, or financial security; while normative commitment stems from a sense of obligation or moral duty to remain with the organization. Together, these three dimensions highlight that employees may stay with their organization for different reasons—emotional connection, calculated necessity, or ethical obligation—and understanding these motives helps organizations design more effective retention and engagement strategies. In the IT industry, organizational commitment is especially significant due to the sector's high employee mobility, competitive job opportunities, and demanding work environments. Employees with high commitment not only demonstrate greater productivity and

lower turnover intentions but also contribute positively to teamwork, innovation, and customer satisfaction. On the other hand, low commitment often results in higher attrition, reduced morale, and increased recruitment costs. Therefore, fostering organizational commitment through practices such as employee recognition, career development opportunities, fair compensation, and supportive leadership is vital for IT firms to maintain a stable, engaged, and high-performing workforce.

Job Satisfaction in IT Sector:

Job satisfaction in the IT sector refers to the overall level of contentment and fulfillment employees experience with their roles, responsibilities, and work environment. It is influenced by factors such as the nature of the job, compensation, career growth opportunities, work-life balance, and organizational culture. In the fast-paced IT industry, where employees often face high workloads, tight deadlines, and rapidly changing technologies, job satisfaction becomes a critical determinant of performance and retention. Employees who feel valued, recognized, and supported are more likely to remain motivated and committed to organizational goals.

Several factors uniquely affect job satisfaction in the IT sector compared to other industries. Competitive salaries and benefits are important, but intangible aspects such as opportunities for skill development, exposure to cutting-edge technologies, flexible working conditions, and organizational support for work-life balance play a crucial role. Additionally, the sector is known for long working hours, job stress, and burnout, which can negatively impact satisfaction levels if not managed properly. The presence of supportive leadership, fair performance appraisals, and transparent communication has also been found to significantly enhance satisfaction among IT professionals.

Job satisfaction in the IT industry is directly linked to organizational outcomes such as employee productivity, innovation, customer service quality, and employee retention. Satisfied employees are more likely to demonstrate higher engagement, stronger organizational commitment, and lower turnover intentions, which is especially important in an industry where attrition rates are often high. Conversely, dissatisfaction can lead to reduced efficiency, absenteeism, and higher recruitment and training costs. Hence, IT organizations must adopt employee-centric policies, foster an inclusive culture, and provide continuous growth opportunities to ensure sustained satisfaction and long-term competitive advantage.

Review of Literature:

1. **Tiwari, B. (2020).** In the research paper titled “Employee engagement of survivors in a high change environment in the Indian IT organizations.” Studying “survivors” of downsizing in Indian IT firms, Tiwari shows that engagement is shaped by organizational practices during change and is positively tied to favorable employee outcomes (e.g., satisfaction, retention intentions). The paper argues that strengthening employer branding and supportive HR systems buffers change fatigue and, in turn, elevates engagement suggesting that when IT organizations manage turbulence well, engagement and satisfaction rise together and feed back into commitment.
2. **Lumley, E. J., Coetzee, M., Tladinyane, R., & Ferreira, N. (2011).** In the research paper titled “Exploring the job satisfaction and organisational commitment of employees in the information technology environment.” Using a South African IT sample, the authors find a robust, positive association between job satisfaction and organizational commitment, indicating that satisfied IT professionals are more likely to feel emotionally attached and stay with their employer. Practical levers such as growth opportunities and fair rewards foster satisfaction, which then strengthens commitment highlighting satisfaction as a pivotal antecedent of commitment in IT contexts.

3. **Mohapatra, M. D., Satpathy, I., & Patnaik, B. C. M. (2019).** In the research paper titled "Organizational Commitment and Job Satisfaction in Information Technology Sector." Surveying IT employees in Odisha (India), the study reports that all facets of organizational commitment are significantly and positively related to job satisfaction, and that advancement and timely pay increments are key drivers. Demographics (age, gender, tenure) show limited association with satisfaction, implying managerial levers matter more than personal attributes in boosting satisfaction and, consequently, commitment among IT staff.
4. **Cerqueira, M., Tavares, A., Couto, C., Maciel, R., Santos, D., & Figueira, A. (2025).** In the research paper titled "Assessing Software Practitioners' Work Engagement and Job Satisfaction." Focusing on software practitioners (many working remotely), the study finds generally strong engagement and solid satisfaction levels, reinforcing that well-designed work setups (e.g., autonomy, clear goals, supportive culture) sustain engagement which correlates with satisfaction. The results suggest engagement and satisfaction are mutually reinforcing for software professionals supporting policies that maintain connection and clarity even in distributed IT teams.
5. **Russo, D., Cruzes, D. S., Hoda, R., & Nyrud, K. K. (2023).** In the research paper titled "Satisfaction and performance of software developers." Analyzing developers' work arrangements, the authors show that conditions like hybrid/remote options can enhance satisfaction and, in turn, developer performance. While not a pure commitment model, the findings align with engagement theory: when work design supports focus and well-being, satisfaction rises and productive, engaged behavior follows implications that IT managers can leverage to bolster both engagement and commitment via smarter work policies.
6. **Suma, N., Vikneswaran, G., Karthick, G., & Lee, S. B. (2025).** In the research paper titled "The impact of organizational citizenship behavior on employee engagement in the IT sector." This paper finds that organizational citizenship behaviors (helping, going the extra mile) significantly elevate engagement among IT employees, suggesting a virtuous cycle where engaged climates encourage citizenship, and citizenship further fuels engagement. Though commitment is not the sole focus, the pattern implies that nurturing prosocial behaviors in IT teams strengthens the engagement–commitment–satisfaction nexus.
7. **Sharma, A. (2025).** In the research paper titled "Optimizing employee satisfaction in India's IT sector: Assessing the role of employer branding." Using PLS-SEM with IT executives in Delhi-NCR, the study concludes that stronger employer branding significantly improves employee satisfaction. Given established links between satisfaction and engagement/commitment, the results imply that strategic branding is not merely an HR marketing activity it tangibly boosts satisfaction and thereby supports more engaged and committed IT workforces.
8. **Ranjan, A., & Pandya, T. (2019).** In the research paper titled "A Study on Employee Engagement among Information Technology Employees." Drawing on Indian IT employees, this study identifies organizational support, recognition, equitable rewards, and transparent appraisal as prime drivers of engagement; engaged employees report higher satisfaction. The authors recommend cultivating an "engagement culture" through leadership behaviors and fair systems since elevated engagement appears to go hand-in-hand with greater satisfaction and, by extension, stronger commitment in IT settings.
9. **Agrawal, N., & Kumar, M. (2016).** In the research paper titled "Employee Engagement in the IT Industry – Evidence from India." Using survey data from Indian IT firms, the authors show that recognition, career growth, and supportive supervision are central to engagement; higher engagement is associated with better affective states at work and lower withdrawal.

Their evidence supports the premise that targeted engagement levers heighten satisfaction and cultivate organizational attachment among IT professionals.

10. **Priyadarshini, B. H., Sarma, V. V., Kar, S., & colleagues (2022).** In the research paper titled "A SOCIAL EXCHANGE PERSPECTIVE: Organizational Commitment as an Outcome of Employee Engagement (Evidence from 12 IT companies)." Surveying 750 software professionals across a dozen IT firms, this study positions engagement as a key antecedent of organizational commitment within a social-exchange framework. The results indicate that when employees perceive supportive exchanges (resources, fairness, recognition), engagement increases and translates into stronger commitment offering direct empirical support for the engagement commitment pathway in the IT sector.

Research Gap:

Although several studies have explored the concepts of employee engagement, job satisfaction, and organizational commitment in the IT industry, significant research gaps remain. Much of the existing literature examines these constructs in isolation or focuses only on two-way relationships, such as engagement and satisfaction or satisfaction and commitment, without providing an integrated analysis of how all three interact simultaneously to influence employee behavior and organizational outcomes. Furthermore, most studies are either industry-generic or limited to Western contexts, with relatively fewer focusing on the Indian IT sector, which operates under unique conditions such as high employee turnover, demanding client expectations, and a competitive global environment. Another gap lies in the limited use of advanced statistical techniques like Structural Equation Modeling (SEM) to measure causal relationships and mediating effects, with many studies relying only on correlations or regression. Additionally, there is insufficient exploration of demographic variables such as age, management level, and educational qualifications in moderating these relationships. Addressing these gaps can provide a more holistic understanding of how engagement, satisfaction, and commitment collectively shape employee retention and performance in the IT industry.

Research Methodology:

The research methodology adopted for this study is descriptive and analytical in nature, designed to examine the relationship between employee engagement, job satisfaction, and organizational commitment in the IT industry. A structured questionnaire was used as the primary data collection tool, covering demographic details, measures of employee engagement, job satisfaction, and dimensions of commitment (affective, continuance, and normative). The sample consisted of 160 respondents, selected using a purposive sampling method to ensure representation across different age groups, qualifications, genders, and levels of management. Statistical techniques such as Pearson's correlation, regression analysis, ANOVA, and Structural Equation Modeling (SEM) were applied to analyze the data and test the hypotheses. Reliability and validity of the instrument were ensured through preliminary testing of the questionnaire. The methodology thus provides a systematic approach to understanding the extent and nature of the relationships among the study variables, ensuring both depth and accuracy in findings.

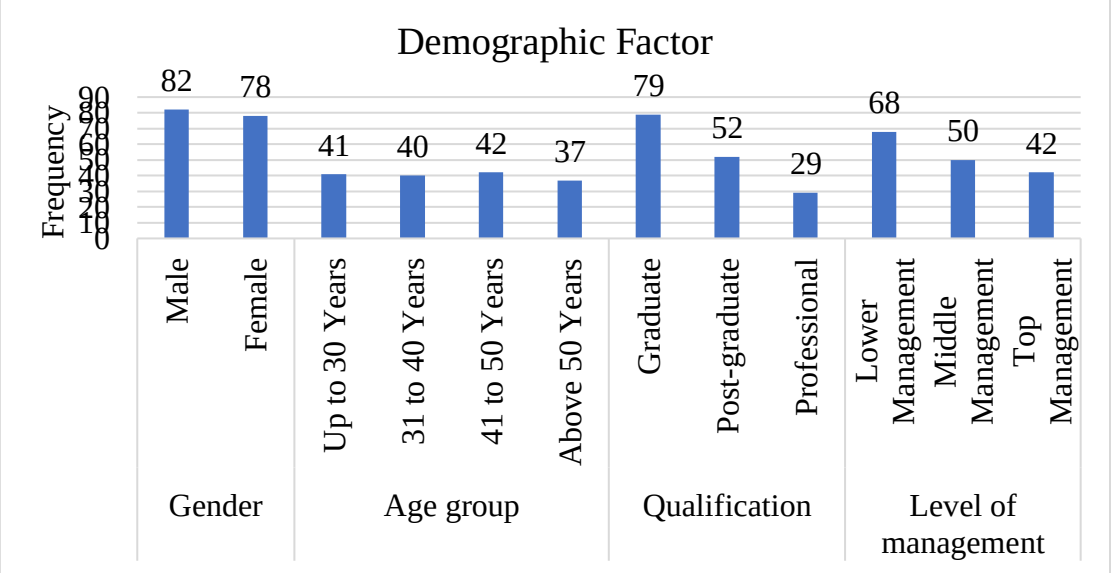
Data Analysis:

The following table indicates the demographic factor of the study:

r.no	**graphic Factor**	**Category**	**equency**	**ercent**
1	Gender	Male	82	51.2
		Female	78	48.8
2	Age group	Up to 30 Years	41	25.6
		31 to 40 Years	40	25.0
		41 to 50 Years	42	26.3
		Above 50 Years	37	23.1

3	ualification	Graduate	79	49.4
		Post-graduate	52	32.5
		Professional	29	18.1
4	of management	Lower Management	68	42.5
		Middle Management	50	31.3
		Top Management	42	26.3

The demographic profile of the respondents shows a fairly balanced representation across gender, with 82 males and 78 females in the sample of 160. In terms of age distribution, the respondents are spread across different groups, with 41 individuals up to 30 years, 40 between 31–40 years, 42 between 41–50 years, and 37 above 50 years, indicating good coverage across age brackets. Regarding educational qualifications, the majority are graduates (79), followed by post-graduates (52) and professionals (29), reflecting a well-qualified workforce. In terms of organizational hierarchy, 68 respondents belong to lower management, 50 to middle management, and 42 to top management, suggesting that the study captures perspectives from all levels of management, thereby ensuring diversity and richness in the data.



Objective-1: To study the relationship between Employee Engagement and Job Satisfaction in the IT Industry.

Null Hypothesis H_{01}: There is no relationship between Employee Engagement and Job Satisfaction in the IT Industry.

Alternate Hypothesis H_{11}: There is a relationship between Employee Engagement and Job Satisfaction in the IT Industry.

To test the above null hypothesis, Pearson Correlation test is applied and results are as follows:

Correlations			
		Satisfaction	mployee gagement
Job Satisfaction	rson Correlation	1	.333**
	P-value		.000
	N	160	160
ployee Engagement	rson Correlation	.333**	1
	P-value	.000	
	N	160	160
**. Correlation is significant at the 0.01 level (2-tailed).			

Interpretation: The above results indicate that calculated p-value is 0.000. It is less than 0.05. Therefore Pearson Correlation test is rejected. Hence Null hypothesis is rejected and Alternate hypothesis is accepted.
Conclusion: There is a relationship between Employee Engagement and Job Satisfaction in the IT Industry.
Findings: The correlation analysis reveals a positive and statistically significant relationship between job satisfaction and employee engagement, with a Pearson correlation coefficient of 0.333 at the $p < 0.01$ level ($N = 160$). This indicates a moderate positive association, meaning that as employees' job satisfaction increases, their level of engagement also tends to rise. The significant p-value (.000) confirms that this relationship is not due to chance, suggesting that job satisfaction plays an important role in enhancing employee engagement within the sample studied.

Objective-2: To study the relationship between Job Satisfaction and Job Commitment in the IT Industry.
Null Hypothesis H_{02}: There is no relationship between Job Satisfaction and Job Commitment in the IT Industry.
Alternate Hypothesis H_{12}: There is a relationship between Job Satisfaction and Job Commitment in the IT Industry.
To test the above null hypothesis, Pearson Correlation test is applied and results are as follows:

Correlations					
		Satisfaction	Affective mmitment	ntinuance mmitment	ormative mmitment
Satisfaction	son Correlation	1	.278**	.248**	.184*
	P-value		.000	.002	.020
	N	160	160	160	160
ve Commitment	son Correlation	.278**	1	.016	.300**
	P-value	.000		.839	.000
	N	160	160	160	160
ntinuance mmitment	son Correlation	.248**	.016	1	.187*
	P-value	.002	.839		.018
	N	160	160	160	160
Normative mmitment	son Correlation	.184*	.300**	.187*	1
	P-value	.020	.000	.018	
	N	160	160	160	160
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

Interpretation: The above results indicate that calculated p-value is 0.000. It is less than 0.05. Therefore Pearson Correlation test is rejected. Hence Null hypothesis is rejected and Alternate hypothesis is accepted.
Conclusion: There is a relationship between Job Satisfaction and Job Commitment in the IT Industry.
Findings: The correlation results indicate that job satisfaction has a positive and statistically significant relationship with all three dimensions of organizational commitment affective, continuance, and normative. Specifically, job satisfaction shows the strongest correlation with affective commitment ($r = 0.278$, $p < 0.01$), followed by continuance commitment ($r = 0.248$, $p <$

0.01), and a weaker yet significant relationship with normative commitment ($r = 0.184$, $p < 0.05$). These findings suggest that higher job satisfaction is associated with greater emotional attachment, willingness to stay due to perceived costs of leaving, and a sense of obligation toward the organization. However, the strength of these correlations indicates that while job satisfaction contributes to commitment, other factors may also play a significant role.

Regression Model-1:

Dependent Variable: Job Satisfaction

Independent Variable: Employee Engagement.

Model Summary				
del	R	Square	ted R Square	Error of the Estimate
	333[a]	111	.105	12.864
a. Predictors: (Constant), Employee Engagement				

The model summary indicates that the independent variable, employee engagement, explains 11.1% of the variance in job satisfaction (R Square = 0.111). This shows that while employee engagement has a positive influence on job satisfaction, its explanatory power is relatively modest, meaning that other factors also play a significant role in shaping job satisfaction. The adjusted R Square of 0.105 provides a more accurate estimate by adjusting for the number of predictors, confirming that employee engagement contributes to job satisfaction but is not the sole determining factor. The standard error of 12.864 reflects the average distance between the observed and predicted values, indicating the model's prediction accuracy.

ANOVA[a]						
Model		of Squares	df	an Square	F	Sig.
	gression	266.012	1	266.012	.737	000[b]
	esidual	5145.888	158	65.480		
	Total	9411.900	159			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Employee Engagement						

Above results indicates that p-value is 0.000. It is less than 0.05. It indicates that linear regression model is good to fit.

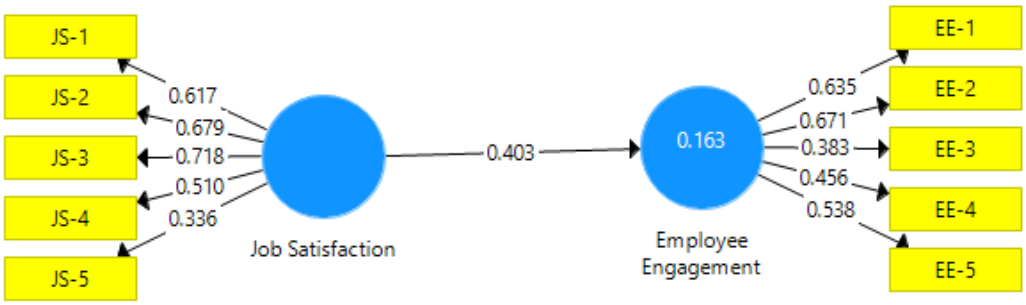
Coefficients[a]						
Model		andardized Coefficients		ndardized efficients	t	Sig.
		B	d. Error	Beta		
	(Constant)	44.779	5.264		506	000
	yee Engagement	.345	.078	.333	443	000
a. Dependent Variable: Job Satisfaction						

Above table indicate the values of coefficients and corresponding significance. According to p-value of the Job Satisfaction it is observed that except "Employee Engagement" all remaining variables has significant impact on Job Satisfaction.

The mathematical equation to estimate the Job Satisfaction is presented as follows:

JS= 44.779 + 0.345*EE

Structural Equation Modelling:



Path Coefficients:

	mployee gagement
ob Satisfaction	0.403

The path coefficient value of 0.403 between job satisfaction and employee engagement indicates a moderate positive influence of job satisfaction on employee engagement. This means that employees who experience higher job satisfaction are more likely to be engaged in their work. The coefficient reflects the strength and direction of the relationship, showing that job satisfaction is an important predictor of employee engagement in the model.

Outer Loadings:

	mployee gagement	Satisfaction
EE-1	0.635	
EE-2	0.671	
EE-3	0.383	
EE-4	0.456	
EE-5	0.538	
JS-1		0.617
JS-2		0.679
JS-3		0.718
JS-4		0.510
JS-5		0.336

The outer loadings represent the strength of association between each indicator (survey item) and its corresponding construct. For employee engagement, items EE-1 (0.635), EE-2 (0.671), EE-5 (0.538) show relatively stronger contributions, while EE-3 (0.383) and EE-4 (0.456) load lower, indicating weaker representation of the construct. For job satisfaction, items JS-2 (0.679) and JS-3 (0.718) load the highest, suggesting they best capture job satisfaction, while JS-5 (0.336) has the weakest loading, indicating limited contribution. Higher loadings suggest stronger reliability of those items in measuring their constructs.

Outer Weights:

	Employee Engagement	Satisfaction
EE-1	0.463	
EE-2	0.382	
EE-3	0.100	
EE-4	0.286	
EE-5	0.522	
JS-1		0.384
JS-2		0.385
JS-3		0.410
JS-4		0.333
JS-5		0.113

The outer weights reflect the relative importance of each indicator in forming the construct. For employee engagement, EE-5 (0.522), EE-1 (0.463), and EE-2 (0.382) are the most influential indicators, while EE-3 (0.100) contributes the least. Similarly, for job satisfaction, JS-3 (0.410), JS-2 (0.385), and JS-1 (0.384) are the strongest contributors, while JS-5 (0.113) has the lowest importance. This suggests that while all indicators are part of the construct, some have a more critical role in shaping the latent variable than others.

Regression Model-2:

Dependent Variable: Job Satisfaction

Independent Variable: Normative Commitment, Continuance Commitment, Affective Commitment.

Model Summary				
del	R	Square	ted R Square	Error of the Estimate
	374[a]	140	.123	12.733
dictors: (Constant), Normative Commitment, Continuance Commitment, Affective Commitment				

The model summary shows an R Square value of 0.140, which means that normative commitment, continuance commitment, and affective commitment together explain 14% of the variation in job satisfaction among the respondents. While this indicates that the three types of commitment have a measurable and statistically relevant impact on job satisfaction, the relatively low value suggests that a large portion (86%) of the variance in job satisfaction is influenced by other factors not included in the model. The adjusted R Square of 0.123 further refines this estimate, accounting for the number of predictors, and confirms that the model has a modest explanatory power.

ANOVA[a]						
Model		of Squares	df	an Square	F	ig.
	gression	117.749	3	372.583	.465	000[b]
	esidual	5294.151	156	62.142		
	Total	9411.900	159			
a. Dependent Variable: Job Satisfaction						
dictors: (Constant), Normative Commitment, Continuance Commitment, Affective Commitment						

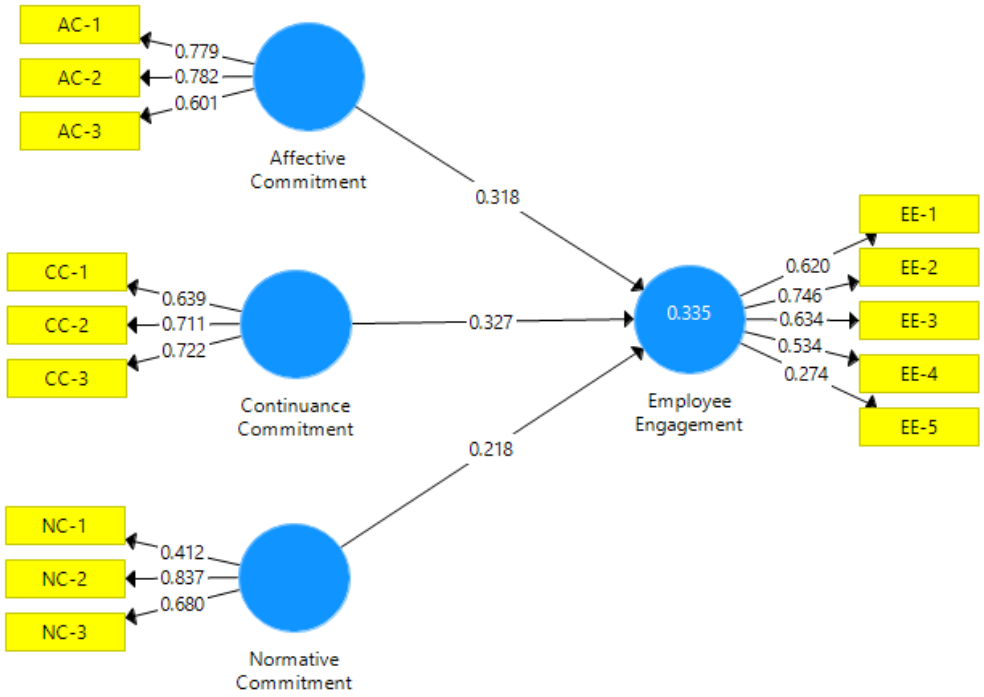
Above results indicates that p-value is 0.000. It is less than 0.05. It indicates that linear regression model is good to fit.

Coefficients[a]					
Model		andardized Coefficients	ndardized efficients		
		B	d. Error	Beta	t	Sig.
	(Constant)	3.427	7.512		450	000
	ive Commitment	.183	.056	.255	268	001
	ontinuance ommitment	.228	.074	.232	066	003
	tive Commitment	.060	.075	.064	808	420
a. Dependent Variable: Job Satisfaction						

Above table indicate the values of coefficients and corresponding significance. According to p-value of the Job Satisfaction it is observed that except "Affective Commitment" "Continuance Commitment" and "Normative Commitment" all remaining variables has significant impact on Job Satisfaction.

The mathematical equation to estimate the Job Satisfaction is presented as follows:

JS= 33.427 + 0.183*AC + 0.228*CC + 0.060*NC



Path Coefficients:

	mployee gagement
Affective Commitment	0.318
ontinuance Commitment	0.327
Normative Commitment	0.218

The path coefficients indicate the strength of influence of different types of commitment on employee engagement. Affective commitment shows a positive coefficient of 0.318, suggesting that employees who feel emotionally attached to their organization are more engaged. Continuance commitment has a slightly higher coefficient of 0.327, implying that the perceived costs of leaving the organization also drive engagement levels. Normative commitment has the lowest coefficient at 0.218, showing a weaker but still positive influence, meaning a sense of obligation contributes to engagement but to a lesser extent. Overall, continuance and affective commitments are stronger predictors of engagement compared to normative commitment.

Outer Loadings:

	Affective ›mmitment	**›ntinuance ›mmitment**	**Employee gagement**	**Normative ›mmitment**
AC-1	0.779			
AC-2	0.782			
AC-3	0.601			
CC-1		0.639		
CC-2		0.711		
CC-3		0.722		
EE-1			0.620	
EE-2			0.746	
EE-3			0.634	
EE-4			0.534	
EE-5			0.274	
NC-1				0.412
NC-2				0.837
NC-3				0.680

The outer loadings demonstrate how well each indicator reflects its underlying construct. For affective commitment, AC-1 (0.779) and AC-2 (0.782) have strong loadings, while AC-3 (0.601) is moderate, showing that the first two items capture the construct more effectively. For continuance commitment, CC-2 (0.711) and CC-3 (0.722) load strongly, whereas CC-1 (0.639) is moderate. Employee engagement items show moderate to strong loadings with EE-2 (0.746) being the most reliable indicator, while EE-5 (0.274) is weak, suggesting it contributes minimally. For normative commitment, NC-2 (0.837) stands out as the strongest item, followed by NC-3 (0.680), while NC-1 (0.412) is relatively weak. These results suggest that while most indicators reliably measure their constructs, a few weaker items may need refinement.

Outer Weights:

	Affective ›mmitment	**›ntinuance ›mmitment**	**Employee gagement**	**Normative ›mmitment**
AC-1	0.567			
AC-2	0.383			
AC-3	0.431			
CC-1		0.466		
CC-2		0.437		
CC-3		0.543		
EE-1			0.408	
EE-2			0.416	

EE-3			0.354	
EE-4			0.267	
EE-5			0.254	
NC-1				0.380
NC-2				0.635
NC-3				0.458

The outer weights highlight the relative importance of each indicator in forming the constructs. For affective commitment, AC-1 (0.567) has the greatest weight, followed by AC-3 (0.431) and AC-2 (0.383), indicating AC-1 is the most influential item. For continuance commitment, CC-3 (0.543) contributes the most, followed by CC-1 (0.466) and CC-2 (0.437). Within employee engagement, EE-2 (0.416) and EE-1 (0.408) are the most important indicators, while EE-5 (0.254) is the least significant. For normative commitment, NC-2 (0.635) carries the greatest weight, followed by NC-3 (0.458) and NC-1 (0.380). These findings suggest that while all items play a role in defining their constructs, a few specific indicators, such as AC-1, CC-3, EE-2, and NC-2, have the strongest impact.

Conclusion:

The overall analysis concludes that both employee engagement and different forms of job commitment (affective, continuance, and normative) have a significant positive relationship with job satisfaction in the IT industry. Employee engagement shows a moderate but meaningful impact on job satisfaction, while among the commitment dimensions, affective and continuance commitments emerge as stronger predictors compared to normative commitment. Regression and correlation results consistently highlight that job satisfaction is influenced by employees' level of engagement, emotional attachment, perceived costs of leaving, and sense of obligation toward the organization. Structural equation modeling further supports these findings, showing that certain indicators such as AC-1, CC-3, EE-2, and NC-2 are the most influential in shaping their respective constructs. However, the relatively modest R^2 values suggest that while engagement and commitment significantly contribute to job satisfaction, other organizational and personal factors also play an important role. Overall, the study emphasizes that enhancing employee engagement and fostering strong emotional and continuance commitments can effectively improve job satisfaction in the IT industry.

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