


Study of Predictors of Organizational Effectiveness Among Private and Public Sector IT Companies

Reetu, Government College for Women, India*

 <https://orcid.org/0000-0003-4428-7026>

Anshu Yadav, Amity University, Noida, India

Kulbir Singh, C. R. Kisan College, Jind, India

ABSTRACT

Human relations experts have shown tremendous interest in determining the variables that enhance workers' satisfaction and their loyalty to organisation because only committed and qualified personnel can facilitate the organization to attain statures of effectiveness. The present research is performed to study job satisfaction, organisational commitment, and climate as predictors of organisational effectiveness wherein job commitment is studied as mediator in this relationship. Using structured questionnaires on seven-point Likert scale, data were obtained from 581 respondents using convenient sampling method from IT sector. Results indicated that both job satisfaction as well as organisational climate is positively associated with effectiveness. The association between job satisfaction and effectiveness is completely mediated by commitment and organizational climate and effectiveness. This research has implications for decision makers in the IT sector for attaining higher effectiveness and issues related to employee job satisfaction and favourable climate may also be addressed.

KEYWORDS

IT Sector, Job Satisfaction, Organisational Climate, Organisational Commitment, Organizational Effectiveness

1. INTRODUCTION

The study of organizational effectiveness in the field of management has not only been of paramount importance, but complex as well. Traditionally it had been mainly viewed in terms of productivity but organizational effectiveness simply means how well an organization is in achieving its goals. Effectiveness is related to organizational capability to access and utilize assets in a well-organized manner and to achieve organizational goals. Like many others, McCann (2004) related organizational effectiveness with its strategies and core capabilities, but a few researchers such as Barney (1991) and Chuang et al., (2015) related it with human resources which is the most important resource. All the organizational resources contribute significantly towards attainment of its goals and human resource is one of the most noteworthy of those resources (Gupta & Raman 2021). That is why to enhance organizational effectiveness human resource plays a significant role (Eyupoglu & Tashtoush, 2020). So, human resources skills need to be developed, along with providing job security, favourable climate and empowerment (DiBella et al., 2019; Kim & Lu, 2019).

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*Corresponding Author

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Organizational effectiveness has been previously studied in context of various sectors such as banking (Das, 2020), hospitality (Yang, 2015), sports (Wolfe et al., 2002), tourism (Tomassini & Baggio, 2021) but IT sector is considerably different from others (Toskin & McCarthy, 2021) so the research aims to study organizational effectiveness about IT sector professionals. As per the report of Invest India this is most emerging sector and more than 4 million personnel are directly employed in this sector. Amid the lockdown, this sector adopted work from home at the earliest and also attracted investment of over \$396 mn in 2020. This industry is the largest employer within the private sector in India that means public companies are lesser than private. Both public and private sector IT companies are different in terms of skills required, work pressure, working environment, flexibility, nature and extent of work (Khurana & Misra 2021).

Effectiveness of organization can be predicted with the level of employee's commitment. Committed employee submits towards organizational goals and takes extra care for assets of the organization. Thus, organization and management want to find out the ways and measures to boost the commitment of the employees to enhance organizational effectiveness (Arnett et al., 2009). Employees exert more efforts when they are committed towards the organization and at the same time wish to maintain membership for the long term. Commitment not only binds employees for continuing their membership with the company (Mowday et al., 2013), but also gets a fulfilling sense to be a member of the organization, as well as obey guidelines, rules principles, standards, and code of the organization. So, another related variable is job satisfaction which implies the overall feeling of an individual towards his job. It is a sentiment; belief, outlook, of the employees towards the job, and several related factors. It is the fulfilling feeling a person has for his or her job. It is the outcome of an employee's experiences towards job-related factors (Kalleberg & Moody, 1994). Employee satisfaction depends on the fulfilment of desires, needs, and expectations (Mottaz, 1986). Various studies suggest that job satisfaction is positively connected with performance and success of the organization (Bakotić, 2016; Eliyana & Ma'arif, 2019)

Organizational effectiveness is also resultant of organizational climate which is understood from various approaches. Structural approach (Payne & Pugh, 1976) is the outcome of size structure and hierarchy in the organization whereas perceptual approach (Moran & Volkwein, 1992) considers that employees play the leading role in shaping the climate. Critics said that these approaches are single-faced and complex and thus interactive approach came into place. It elaborated that organizational climate can be studied by collaborating both individual and environment and their combined effect shapes climate (Moran and Volkwein, 1992). A study by Berberoglu (2018) suggested that both organizational climate and commitment positively associate with organizational effectiveness and also some studies suggested job satisfaction as an important predictor of effectiveness (Eliyana & Ma'arif, 2019). Thus, in the present research, the interrelationship of these variables is studied in the Indian IT companies.

2. REVIEW OF LITERATURE

Various research papers and articles have been studies related to Organizational commitment, organizational climate and satisfaction of employees at their job satisfaction, to study how they influenced organizational effectiveness and interrelationship. Extensive review is carried out to hypothesize the model of the research.

Job Satisfaction

Job satisfaction is a very widely studied variable in the literature due to its significant impact on increasing productivity, lowering turnover and absenteeism. Khalid et al., (2011) measured job satisfaction with nine dimensions as salary, promotion, operating procedures, colleagues, characteristics of the job, supervision, benefits, contingent rewards, and communication. In a recent research Davidescu, et al., (2020) discussed that effective supervision, salary, carrier advancement, job security, considerate company regulations, and policies are essential to enhance job satisfaction.

In the present study job satisfaction is an independent variable as satisfied employees are found to be more productive (Chiang & Hsieh, 2012) and would help enhance organizational effectiveness.

Organizational Climate

Organizational climate is “a collection of features that expresses an organization, differentiate it from different organizations, is fairly stable for a specific duration as well as can affect the conduct of individuals in it”. Employee’s perception is an important factor that explains organizational climate. Further, the climate is the feature of the internal environment of the organization which can be depicted by its values, sensed by its employees, and ultimately reflect on employee’s performance. Provision of social security, adequate training, technical and financial support provided by the employer makes the climate favourable. (Rožman & Štrukelj, 2021; Suliman & AlHarethi, 2013; Tewary et al., 2021). Organizational climate which provides role clarity, clear communication, reward system, teamwork and opportunities of career development positively effects employee performance (Li & Mahadevan, 2017) and thus would enhance organizational effectiveness. Other factors of climate such as management system, motivation and leadership also yield job satisfaction and commitment of employees (Tsai, 2014). Committed employees are more effective. So actually, organizational commitment mediates the relationship between organizational climate and effectiveness (Adam et al., 2020).

Organizational Commitment as Mediating Variable

Organizational commitment is an important aspect of organizational studies as it enhances the job retention rate and lowers absenteeism (Liou, 2008; Buhari et al., 2020). A high commitment level instils punctuality and regularity in the employees (Tolentino, 2013) which will enhance productivity. With the committed human resources, the full potentials of human resources can be realised (Chang, 2003). IT sector faces the maximum attrition and the most valued factors of job form them are good wages, promotion, incentives, inspiring work, development and growth. To enhance organizational effectiveness commitment is essential.

Strong employee satisfaction leads to employee commitment and loyalty (Mishra et al., 2019; Gupta & Yadav, 2017)). Employee’s commitment and job satisfaction are important factor for organizational success (Lee and Jamil, 2003). As a result of high commitment, employees will be more motivated and job outcomes will be positively impacted (Lim, 2010). Several studies elaborated the role of environment within the organization on workers satisfaction and commitment which in turn affects organizational effectiveness (Srivastava, 2008; Gupta and Sharma, 2009). Spector (1987) in his research also pointed out work that environment affects the employees’ feelings towards his job. When human resources will be satisfied with the working conditions and job outcomes then they will feel committed to the job. Researchers have studied satisfaction at job and commitment of employees as forecaster of organizational effectiveness (Mollah, 2015) but actually satisfied employee will only result in committed employees thus commitment mediates this relationship. There are few researches wherein organizational commitment is studied in the mediating role of satisfaction and organizational performance (Shurbagi and Zahari, 2014; Sutanto and Setiadi, 2021). In the present research also, organizational commitment is studied as a mediator between organizational effectiveness and its predictors (Job satisfaction and organizational climate).

Organizational Effectiveness

Present research emphasises drawing implications to policymakers for finding ways to enhance Organizational effectiveness. Many types of research in the field of the organizational theory are conducted for the same (Pennings & Goodman, 1979). Explaining the meaning of organizational effectiveness accurately is very complex. Organizational effectiveness is the ability of an organization to be able to attain its goals in a defined time frame. It is the degree to which the organization can meet its objectives/goals. Due to the multidimensional, multifaced, and dynamic nature of effectiveness, the measure of organizational effectiveness has productivity on one hand and goal attainment on

another. Goals can be attained with committed and satisfied employees. Thus, from human resource perspective organizational effectiveness can be achieved if employees have organizational attachment and job involvement (Smith, 1976). Also, if the employees have self-control, need for independence and innovation (Mokhber et al., 2016) then organizational goals can be easily met.

The present research is on the employees of It sector. This sector is one of the growing sectors in India which accounted for 8% of GDP in the year 2020. IT sector is more employee centric (Khurana & Misra 2021) and has always been considerate about finding the ways to enhance organizational effectiveness. Job satisfaction, organizational commitment and organizational climate are commonly studied variables in this sector, but studies of their role as predictor of organizational effectiveness is limited. Specifically, studies which discuss organizational commitment in the mediating role are negligible. Thus, identifying this research gap present study was undertaken.

Objectives for the Research Paper

Present research work is carried out to explore variables which predict organizational effectiveness and to study the how commitment mediates the relationship if dependent and independent variables. The study intends to find factors beneficial for enhancing organizational effectiveness. Thus, the following objectives were developed.

- To study different dimensions of organizational climate, job satisfaction, organizational effectiveness, and organizational commitment.
- To study the impact of job satisfaction and organizational climate on commitment of employees.
- To evaluate the influence of organizational climate and job satisfaction on organizational effectiveness.
- To determine the mediating role of commitment in enhancing organizational effectiveness.

Based on the above objectives conceptual framework is designed and represented below as Figure 1. Here the mediating role of organizational commitment is shown with the help of dotted line.

Figure 1. Conceptual Framework



Hypotheses

Based on extensive literature review and conceptual framework of the research following seven hypotheses were framed and tested.

- H₁: There is a significant relationship between job satisfaction and organizational effectiveness in the IT sector.
- H₂: There is a significant effect of the organizational climate on the effectiveness of the organization in the IT sector.
- H₃: Organizational climate positively influence organizational commitment of IT sector.
- H₄: Job satisfaction positively influence commitment of employees in IT sector.
- H₅: Organizational commitment is significantly impacting organizational effectiveness.
- H₆: Organizational commitment has a considerable mediating influence between job satisfaction and organizational effectiveness.
- H₇: Organizational commitment has a considerable mediating influence between organizational climate and organizational effectiveness.
- H₈: Nature of company (public and private) significantly moderate the association of job satisfaction and organizational effectiveness

3. RESEARCH METHODOLOGY

Tools and Technique

This present research aims to explore the relationship of organizational effectiveness and its predictors (Job satisfaction and organizational climate). It also focuses on mediating function of organizational commitment in the said association for enhancing effectiveness in both public and private sector IT companies. The proposed theoretical model assumes that organizational commitment plays a considerable function in mediating the link of independent variables (Job satisfaction and organizational climate) and dependent variable (organizational effectiveness).

Standardised scales consisting of 52 items measuring four constructs i.e. organizational effectiveness, organizational commitment, organizational climate and job satisfaction were used for collecting the data. Having combined all these standardised questionnaires, data was collected on the seven-point Likert scale which is more accurate and provides an improved reflection of a respondent's accurate assessment. Further the insight from literature review and experts' guidance, the questionnaire was found suitable for use in the IT sector (Misra, 2021). Beside this the reliability and validity statistics is represented below in the table 2 and table 3 with elaborations.

Sampling Process

To access the organizational effectiveness level of IT sector employees more than 800 employees were contacted for filling the structured questionnaire. After carefully scrutinizing 581 responses were used for the study as rest of the questionnaire were not properly filled or had incomplete information. The employees were from IT sector organizations from Delhi/NCR region of India only, as the study is restricted to north India. Individuals employed with the IT companies including both product and service-based IT companies whether involved in software development, delivery or service were included to increase the horizon of study. Convenient sampling technique was used to reach out to the participants as they were contacted through personal contact. IBM SPSS and AMOS were used for hypothesis testing and model fitness.

4. ANALYSIS AND INTERPRETATION

Table 1 illustrates the frequency and percentage of demographic variables wherein public sector IT companies' employees are 263 that is 45.26% and private sector IT companies' employees are 318 which is 54.74% of the overall data. Considerably equal respondents are from public as well as private sector, which further increase the feasibility of conducting comparative analysis.

Table 2 is representing the reliability statistics. The Cronbach alpha value for all the constructs is found above .90 which is far above the threshold value of .70 proving the scale to be producing highly reliable results.

Table 3 represents the validity measurement index which is used for checking that the measurement scale reflects exactly what they are meant to measure. As per convergent validity (CV), the construct of the same variable shall be highly correlated. Average variance explained and Composite Reliability was considered for confirming convergent validity (Hair et al., 2010). The values of composite reliability and average variance explained should be higher than 0.7 and 0.5 respectively. As per the table value, the said criteria are matched. To confirm the degree of differences among factors discriminant validity is used. There are two ways of assessing it, firstly Maximum shared variance (MSV) shall be lower than AVE value and the second is that the Diagonal values (as highlighted in the table) should be higher than other non-diagonal table values. Here, both the situations are satisfied and thus the scale is valid.

After ensuring the reliability and validity of the questionnaire confirmative aspects were used to measure model fitness. CFA was consider for testing whether the items are related to their construct or not and their relationship (Figure 2). The measurement model has four constructs namely organizational commitment, organizational climate, job satisfaction, and organizational effectiveness, having measured by 49 items. All these items have a p -value less than .01 as shown in figure 1 and thus they are significantly related to their construct. Various indices of model fit were also utilized to tabulate the fitness of the framework like NFI, CMIN/DF, RFI, IFI, RMR, GFI, CFI, TLI and RMSEA. The values of all these indices are under the threshold limit as represented in table 4 of model fit indices (Hair et al., 2010).

Testing of Hypotheses

For verifying the mediating role of organizational commitment, the relationship between independent, dependent, and mediating variables must be significant. So, at the first instance, significance of all the relationships was calculated and after that mediating relationship was tested.

Testing relationship of Independent and Dependent Variables

H₁: There is a significant relationship between job satisfaction and organizational effectiveness in IT sector.

Figure 3 above shows the diagram of job satisfaction and organizational effectiveness relationship. The regression of the relationship is estimated as .19 with 4.62 as Critical ratio significant at .001 p level (Table 5). Therefore, it is concluded that job satisfaction significantly affects organizational effectiveness, thereby accepting H₁.

H₂: There is a significant effect of the organizational climate on the effectiveness of the organization in the IT sector.

Table 6 depicts that organizational climate significantly affects organizational effectiveness. β value is of .14 (at .001 p level), which shows that with one unit change in organizational climate, organizational effectiveness will increase by 14%. Figure 4 shows the path relationship between both variable

Table 1. Demographic Profile

Variables	Number	%
Age		
Below 26	320	55.07
26- 35	180	30.99
Above 35	81	13.94
Nature of Company		
Public	263	45.26
Private	318	54.74
Marital status		
Un Married	380	65.40
Married	201	34.60
Work Experience in Years		
Below 7	365	62.82
7-12	148	25.48
Above 12	68	11.70

Table 2. Reliability Analysis

Factor	Cronbach Alpha	Items
Job satisfaction	11	.92
Organizational climate	15	.94
Organizational commitment	12	.98
Organizational effectiveness	14	.95
Total	52	.94

Table 3. Convergent and Discriminant Validity Measurement

	Composite Reliability	Average Variance Explained	Maximum Shared Variance	MaxR (H)	OE	JS	OC	OCM
OE	0.953	0.656	0.066	0.978	0.810			
JS	0.929	0.593	0.468	0.933	0.180	0.770		
OC	0.978	0.730	0.054	0.986	0.133	0.145	0.854	
OCM	0.985	0.849	0.468	0.994	0.256	0.684	0.233	0.921

Note: JS= job satisfaction, OC= organizational climate, OE= organizational effectiveness, OCM= organizational commitment

Table 4. Indices of Model Fitness

Model fit indices	CMIN/DF	RMR	NFI	CFI	TLI	IFI	GFI	RMR	RMSEA
CFA Model	3.5	.01	.89	.92	.92	.92	.78	.01	.06

Figure 2. CFA Model

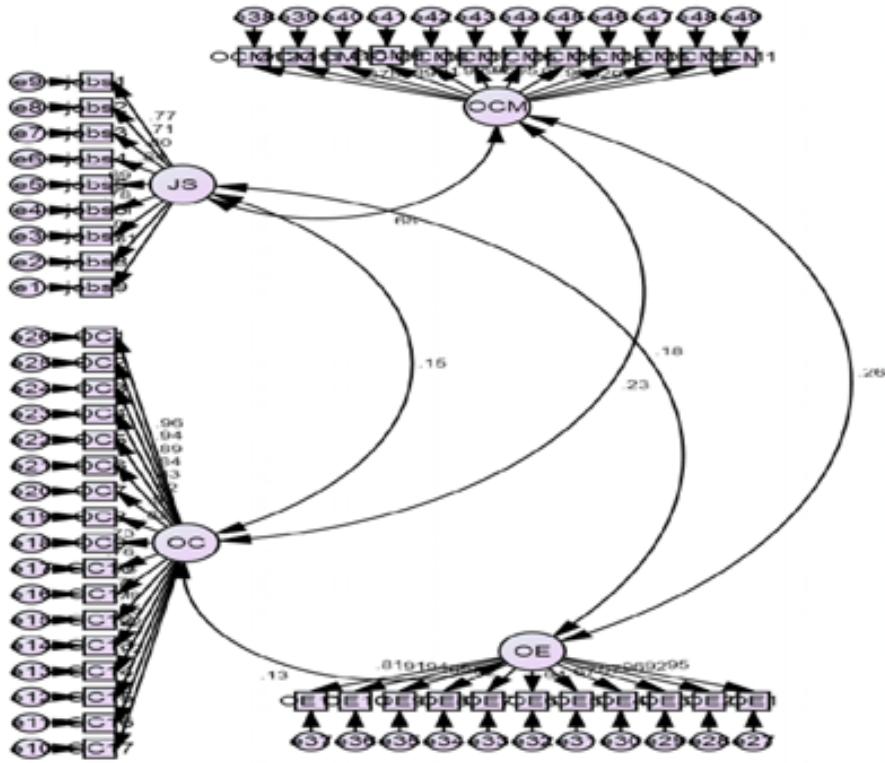


Figure 3. Path Analysis of JS and OE Association

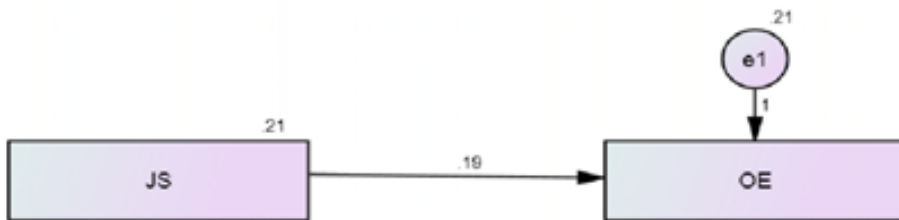


Figure 4. Organizational Climate and Organizational Effectiveness Relationship Path Diagram

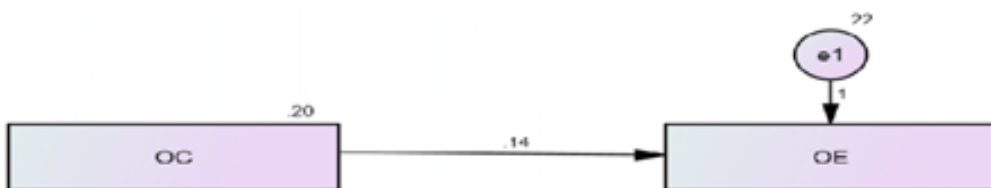


Table 5. Regression Estimate

	Estimate	Standard Error	Critical Ratio	P value	Label
OE < --- JS	.194	.042	4.620	.001	H ₁ Accepted

Table 6. Regression Estimate

	Estimate	Standard Error	Critical Ratio	P value	Label
OE < ---- OC	.142	.043	3.302	.001	H ₂ Accepted

Testing of Hypothesis having Organizational Commitment in Mediating Relationship

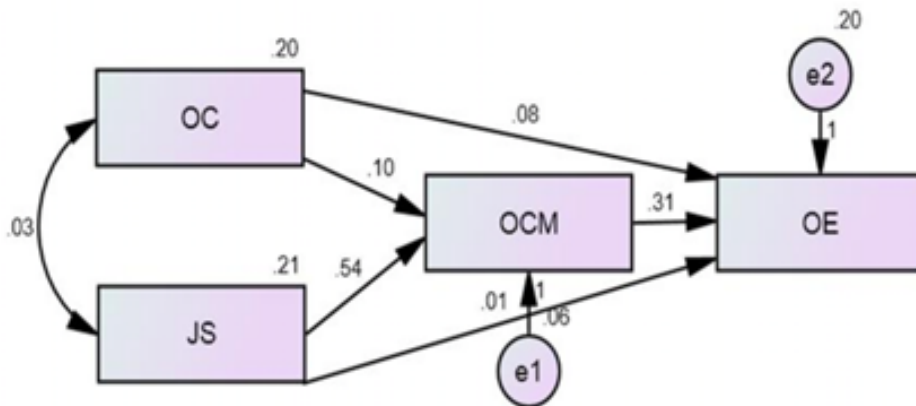
- H₃: Organizational climate positively influence organizational commitment in IT sector.
- H₄: Job satisfaction positively influence commitment of employees in IT sector.
- H₅: Organizational commitment is significantly impacting organizational effectiveness.
- H₆: Organizational commitment has a considerable mediating influence between job satisfaction and organizational effectiveness.
- H₇: Organizational commitment has a considerable mediating influence between organizational climate and organizational effectiveness.

Table 7. Regression Estimates of Model with Organizational Commitment as a Mediator

			Estimate	Standard Error	Critical Ratio	P value	Label
OCM	<---	OC	.104	.023	4.487	.001	Significant relationship (H ₃ Accepted)
OCM	<---	JS	.541	.023	23.658	.001	Significant relationship (H ₄ Accepted)
OE	<---	OCM	.341	.053	6.482	.001	Significant relationship (H ₅ Accepted)
OE	<---	OC	.083	.043	1.928	.054	Non- significant relationship
OE	<---	JS	.011	.058	.190	.850	Non- significant relationship

Figure 5 shows the regression weights depicting the mediating role of organizational commitment. It was found that both independent variables were significantly related to the mediating variable i.e., organizational commitment. Even organizational commitment also has a considerable connection with both the dependent (organizational effectiveness) and independent variable with β value as .307 (.000 p- value) (Table 7). Between job satisfaction and organizational effectiveness relationship becomes non-significant when commitment was introduced as mediating variable with β value as .011 and p-value of .85. This signifies that commitment regulates the connection between satisfaction of employees at job and effectiveness. Connection among organizational climate and organizational effectiveness was also found insignificant having organizational commitment in mediating role with β value as .085 (p- value as .054). It represents that commitment mediates the relationship of organizational climate and effectiveness; thus, both hypotheses H₆ and H₇ are accepted.

Figure 5. Organizational Commitment as Mediator: Path Analysis of the Model



Moderating Effect of Nature of the Organization as Public Sector or Private Sector

H₈: Nature of company (public and private) significantly moderate the association of job satisfaction and organizational effectiveness

Figure 6 above shows the path analysis of the effect of job satisfaction of Private IT sector employees on organizational effectiveness whereas figure 7 is depicting the path analysis of the effect of job satisfaction of public IT sector employees on organizational effectiveness.

It was found that job satisfaction of employee from private sector had a considerable influence on organizational effectiveness ($\beta = .20$, C.R. = 3.27, $p = .001$) (Table 8) and also job satisfaction of employees from the public sector affected organizational effectiveness significantly ($\beta = .24$, C.R. = 3.25, $p = .001$) (table 9). The regression weight of employees from the private sector was labelled as par_1 whereas regression weight for employees from the public sector was denoted as par_2.

Table 10 shows that calculated t-value (.39) was smaller as compared to table value 1.96. After comparing the t values, it was disclosed that there was no considerable dissimilarity among the impact of job satisfaction of private sector employees and job satisfaction of public sector employees on organizational effectiveness and the null hypothesis (H₈) was accepted.

5. DISCUSSION

The present research was initiated with the objective of finding the effect of organizational commitment among the association of organizational effectiveness and its predictors, both in private and public sector IT companies. With the statistical analysis, a significant influence of job satisfaction and organizational climate on organizational effectiveness was revealed (Abdel-Halim, 1980; Rose, 2003; Srivastava, 2008). While introducing organizational commitment as a mediator this effect became insignificant which implies that organizational commitment completely mediates the partnership of job satisfaction and organizational effectiveness (Adam et al., 2020)? Similarly, organizational climate and organizational effectiveness having in view the mediating variable the relationship became insignificant. This implies that it is not only the organizational climate that enhances the organizational effectiveness, but the commitment of employees for the organization also plays the significant role for

Figure 6. Path analysis for Private Sector Company

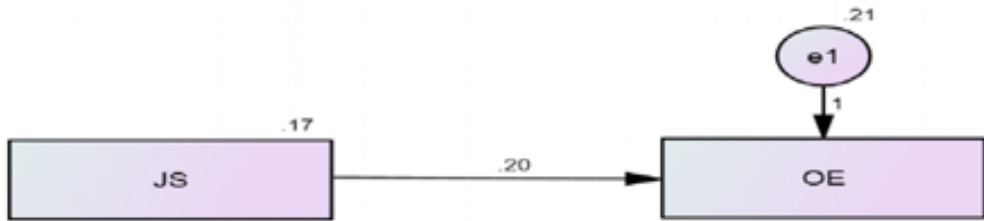


Figure 7. Path analysis for Public Sector Company

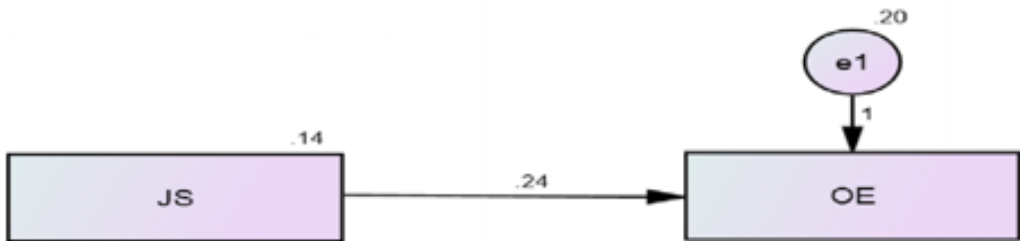


Table 8. Regression Weights: (Private Sector Company)

			Estimate	Standard Error	Critical Ratio	P value	Label
OE	<---	JS	.202	.062	3.273	.001	par_1

Table 9. Regression Weights: (Public Sector Company)

			Estimate	Standard Error	Critical Ratio	P value	Label
OE	<---	JS	.240	.074	3.253	.001	par_2

Table 10. Critical Ratio Measuring Dissimilarity among Parameters

	par_1	par_2	par_3	Par_4	par_5	par_6
par_1	.000					
par_2	.394	.000				
par_3	-.506	-.932	.000			
par_4	.048	-.461	1.656	.000		
par_5	-.973	-1.326	-1.603	-3.151	.000	
par_6	-.023	-.519	1.378	-.190	2.793	.000

enhancing the organizational effectiveness. Underlying reasons for this could be that when employees are committed to their job, they experience positive emotions (Bakker et al., 2011). Employees get a feeling of pride when the working environment is loving, caring, and full of empathy and also their performance towards work will enhance. This will naturally lead an organization to success. Highly committed employees do their work with high involvement and interest which is essential for organizational achievement. Proficient and talented employees always add rewards to the company they work for. Both intellectual as well as emotional connection of the committed workforce about their job results in extra labour hours and thus predicts organizational effectiveness (Gibbons, 2006; Organ, 1988; Richman et al., 2008).

The research contributes to the knowledge by bringing out that commitment of employees is necessitating condition for increasing organizational effectiveness along with job satisfaction and a healthy climate. In consensus with the previous research, job security, workplace facilities, and company policy were the important factors affecting job satisfaction (Kalleberg & Moody, 1994; Khalid et al., 2011; Mottaz, 1986; Sehgal, 2012; Spector, 1987; Yadav and Reetu, 2017). Satisfied employees feel that they belong to the organization and put their hundred percent efforts into the achievement of organizational goals. Job satisfaction imparts a feeling of attachment of employees towards the company (Lee and Jamil, 2003; Madi et al., 2012; Mottaz, 1986; Spector, 1987). Professional assistance, professional management, centralized and formal communication are found as the key factors in the formation of the organizational climate. A people-oriented, smooth and supportive climate helps the organization to lure and sustain the workers for a lengthier duration of time (Moran & Volkwein, 1992). An environment concerning the wellbeing of employees will surely enhance their commitment level (Reichers & Schneider, 1990; Litwin & Stringer, 1968). Committed employees' wish to exert considerable efforts and showcase the organizational citizenship behaviour, which signifies the task an employee does beyond his/her duty. It was also found that organizational commitment is a significant variable for determining organizational effectiveness (Chang, 2003, Lim, 2010; Yadav and Reetu, 2017).

The present study also aimed to find whether the nature of a company (private or public) has any moderating effect among job satisfaction and organizational effectiveness. After analysing it was depicted that the effect on organizational effectiveness was only due to job satisfaction, not due to the nature of the company. This result shows that not only private companies of IT sector but public companies are also paying equal attention towards the satisfaction of their employees and trying to create favourable climate. The impact of the satisfaction level of employees of public IT companies on effectiveness of their organization is almost equal to that of employees of private IT companies in spite of different nature and work culture.

6. CONCLUSION AND IMPLICATIONS

Enhancing organizational effectiveness has always been a matter of great concern for HR Managers and policymakers. Management should make such policies and systems that can enhance constructive office customs. Policymakers and management practitioners shall put efforts to recruit employees inclined towards commitment. Present study guides organizations to provide a pleasing and friendly organizational climate which will ensure human resource development and help in building an environment of high commitment. Psychological and emotional characteristics of the workplace must be understood which may lead to enhance employee motivation to fully invest their effort in organizational effectiveness. Empathy, trust, integrity, and cooperation are the key elements for helping an organization to earn the commitment of its employees. Organizations should offer support to their employees and fulfil their wishes so that the organization can enhance their commitment. Employees should be given opportunities to enhance knowledge related to work; also they need to be provided creative work from time to time. Management must focus on sharing correct and timely information with their employees so that they can perform the allotted task effortlessly. To motivate the employees

for achieving the objectives of the organization, suitable rewards, incentives, and promotions shall be given to the workers on the basis of their output and achievement.

Limitations of the Research Work

The major drawback faced during this study was that gathering data from IT sector employees was difficult because of their busy working schedule (Bhattacharya et al., 2020). This research study collected data from Delhi, making it difficult to generalize the outcome for rest of the world and it mainly represents the perspective of young IT professionals. Another limitation was that there may be more variables than the ones included in the study which may affect organizational effectiveness, but due to paucity of time could not have been included.

Scope for Further Research

Very few researches can be found studying all three variables together and their effect on organizational effectiveness in Indian Context, in future same can be validated in different regions in India and across the world and also in sectors other than IT. To deeply understand perspective of different generation of IT workers may be considered. Moreover, variables such as job attitude, employee engagement, leadership and organizational citizenship behaviour can be included in the research model to improve organizational effectiveness. Nowadays, in the IT sector ambidexterity or agility deeply affects the competitiveness; so further research can be extended including these aspects.

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Reetu is working as an Assistant Professor at Government College for Women, Jind, Haryana, India. Also she is a research scholar at Amity College of Commerce and Finance, Amity University, Noida. She has presented and published several research papers of repute.

Anshu Yadav, PhD, is an Assistant Professor in Amity Business School, Amity University, Noida, Uttar Pradesh, India. She has a teaching experience of more than 14 years in the field of Human Resource, Industrial Relations and Organisation Behaviour. She has also trained various managers and officers of different Banks, TATA Motors and Armed Forces Officers. She has various papers published in reputed journals like Management and Labour Studies, International Journal of Applied Business and Economic Research, International Journal of Control Theory and Applications, International Journal of Business Innovation and Research. Also she has published several Cases and Chapters in the indexed books.

Kulbir Singh, PhD, is an Associate Professor at C.R. Kisan College, Jind, Haryana. His area of specialization is finance and management. He has a teaching experience of 32 years. He is an active member of All India Commerce Association. He has presented various research papers in various national and international seminars and conferences.