

Employee Engagement and Organizational Effectiveness in the Indian IT Sector: A Descriptive Analysis

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Abstract:

Purpose: In the fast-changing information technology (IT) industry, employee engagement has become a critical strategic resource to improve organizational effectiveness. Although the research interest is growing, the empirical evidence on the role of different dimensions of employee engagement in contributing to organizational effectiveness in the Indian IT industry is lacking. The study examined the perceptions of engagement and organizational effectiveness among employees in the IT sector with empirical evidence.

Design/Methodology/Approach: The research design of the study is quantitative and cross-sectional. A structured questionnaire was administered to 300 employees of the selected IT organizations. To measure employee engagement, the Utrecht Work Engagement Scale (UWES) was used with the three dimensions of vigor, dedication and absorption, and organizational effectiveness was measured using seven dimensions: communication, advancement opportunity, proactivity, belongingness, task significance, goal orientation and security. Data were analyzed through descriptive statistical techniques to examine the respondents' perceptions on all the constructs in the study.

Findings: The findings uniformly indicate high levels of employee engagement and organizational effectiveness across all measured dimensions. The highest mean scores among the dimensions of engagement were perseverance under vigor (Mean = 6.12), challenging work under dedication (Mean = 6.10), and happiness during intensive work under absorption (Mean = 5.94). Likewise, dimensions of organisational effectiveness such as security, goal orientation, belongingness and communication received high positive employee perceptions; mean response percentages for most indicators were above 80%. The results indicate that employees perceive their organisations as supportive, goal-oriented, fair, and meaningful workplaces.

Practical implications: The results underline the importance of improving employee engagement practices that support meaningful work, psychological ownership, career development, and open communication to improve organisational effectiveness in knowledge-intensive organisations.

Originality/Value: This study's empirical findings contribute to the employee engagement literature by providing rich evidence from the Indian IT industry, using multidimensional measures of employee engagement and organisational effectiveness. The findings offer useful insights for managers seeking to develop sustainable people management strategies to enhance organisational performance.

Keywords: Absorption, Dedication, Employee Engagement, Human Resource Management, Information Technology Sector, Organisational Effectiveness, Vigour.

Introduction

In today's fast-paced, knowledge-based business environment, employee engagement is more important than ever. The rapid rate of change in digital transformation, globalization and technological advancement has compelled organizations to change their conventional human resource management practices to those that improve employee engagement, motivation and organizational performance. In knowledge intensive industries such as Information Technology (IT), people are the most important organizational resource. Their intellectual capacity, creativity and willingness to contribute beyond formal job roles are largely determinants of the innovation, productivity and quality of service. More and more organizations are starting to see that employee engagement is a strategic lever to improve the effectiveness of the organization and to secure sustainable competitive advantage (Kahn, 1990;

Schaufeli et al.,2002).

Over the past decade, the IT industry has grown phenomenally and has been a major driver for economic growth, job creation and digital innovation around the world. India is among the world's top IT hubs due to its highly skilled workforce, strong digital infrastructure and growing global demand for software development and IT-enabled services (ITES), cloud computing, artificial intelligence and business process management. The Indian IT-BPM industry is one of the largest contributors to the country's Gross Domestic Product (GDP), employs more than six million professionals and generates significant export revenues (National Association of Software and Service Companies (NASSCOM, 2025). However, this growth spurt has also come with a number of workforce issues including employee burnout, increased turnover intentions, work stress, complexity of hybrid work, and increasing needs for continuous skill development. The challenges have led to a greater need for organizations to enhance employee engagement efforts that support psychological well-being, motivation, and long-term organizational commitment (Gallup, 2024).

Employee engagement is a positive and fulfilling work-related state of mind characterized by vigor, dedication and absorption (Schaufeli et al., 2002). Job satisfaction is the feeling of employees towards their jobs whereas the engagement is the cognitive, emotional and behavioral commitment of employees towards the goals of the organization. Engaged employees demonstrate a high level of enthusiasm, perseverance, resilience and dedication in their job performance. They are willing to exert discretionary effort; actively participate in the organization's activities; effectively collaborate with colleagues and are always looking for opportunities for learning and innovation. Engaged employees have been found to be more productive, to have higher customer satisfaction, to display more organizational citizenship behaviour, to have less absenteeism and lower turnover intentions (Bakker & Albrecht, 2018; Saks,2022).

Organizational effectiveness is an organization's success in achieving its strategic goals but also achieving operational efficiency, employee satisfaction, adaptability, and long-term sustainability. The modern concept of organizational effectiveness today is multidimensional and is beyond financial performance to include communication effectiveness, employee development, organization commitment, innovation capability, leadership quality, adaptability and workplace security (Cameron, 1986; Richard et al., 2009). Effectiveness of an organization in highly competitive fields such as information technology depends to a large extent on the ability to create a climate where employees are motivated, psychologically attached and committed to the goals of the organization. Organizations are therefore increasingly embracing employee engagement practices as part of strategic human resource management efforts to improve organizational performance and achieve competitive positioning.

There are many theories of organisational behaviour that provide a theoretical connection between employee engagement and organisational effectiveness. Kahn's (1990) Personal Engagement Theory suggests that the work environment of employees is meaningful, psychologically safe and psychologically available for full engagement. Similarly, the Job Demands – Resources model (JD – R) (Bakker & Demerouti, 2007) proposes that sufficient organizational resources (e.g., supportive leadership, career development, autonomy, performance feedback, and recognition) promote employee engagement, and, in turn, enhances individual and organizational outcomes . Consistent with Social Exchange Theory (Blau, 1964), when employees are treated positively by the organization, their commitment, engagement and performance increases, thus leading to increased organizational effectiveness. The strategic value of employee engagement to organizational performance is also supported by another empirical evidence. According to the Gallup State of the Global Workplace 2024 report, organizations with highly engaged employees consistently outperform their competitors in profitability, productivity, customer loyalty, innovation, and employee retention. Moreover, studies in technology firms revealed that engagement is positively related to organizational agility, innovation capability, knowledge sharing, employee well-being, and resilience when considering a digital transformation (Saks, 2022; Albrecht et al., 2024). Employee engagement is more important to organizational effectiveness in the post-pandemic business landscape of hybrid work models, remote collaboration and AI-enabled workplaces.

Nevertheless, with the increasing number of studies, there are still several research gaps. Most of the earlier research has been confined to developing economies or explored employee engagement as an independent

construct without a holistic consideration of its association with multiple facets of organizational effectiveness. Moreover, there is a relative scarcity of empirical studies on employee engagement in the Indian IT sector particularly those which explore employee engagement by the dimensions of vigor, dedication, and absorption and dimensions of organizational effectiveness such as communication, advancement opportunity, proactivity, belongingness, task significance, goal orientation, and security. The distinctly different workforce features of India's technology industry such as multicultural teams, project-based work, fast technological change and growing employee mobility, calls for context specific empirical evidence.

In this backdrop, the present study is an attempt to study the employee engagement and organizational effectiveness among employees working in selected IT organizations in India. Specifically, the study examines employee engagement in terms of vigor, dedication, and absorption, and assesses organizational effectiveness in terms of communication, opportunity for advancement, proactivity, belongingness, task significance, goal orientation, and security. This study adds to the existing literature on human resource management by offering empirical insights into employees' perceptions of these multidimensional constructs and practical recommendations for managers striving to create evidence-based engagement strategies that enhance organizational effectiveness, employee well-being, and long-term organizational sustainability.

1. Literature Review

Tiwari and Lenka (2020) studied employee engagement among survivors of workforce downsizing in Indian IT/ITES companies. The research demonstrated that internal corporate communication, knowledge sharing, continuous learning, and intrapreneurship significantly and positively predicted employee engagement. Perceived communication satisfaction also emerged as a key contributor to how engaged employees felt toward their organization. Interestingly, resonant leadership showed a negative association with engagement, contrary to conventional expectations. The study concluded that engaged employees in downsized organizations went on to strengthen employer branding, linking engagement directly to organizational effectiveness.

Ansari (2020) examined the role of personality traits in predicting employee engagement among mid-level employees in the Indian IT industry. Using a variance-based structural equation modeling approach, the study tested extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience as predictors. Results confirmed that extraversion, conscientiousness, neuroticism, and openness to experience significantly influenced employee engagement levels. Agreeableness, however, showed no meaningful effect on engagement in this context. The research recommended that organizations consider personality-based hiring and development strategies to cultivate a more engaged and effective workforce.

Sabu and Manoj (2020) investigated the combined effect of employee desire and employee engagement on organizational performance in Kerala's ICT sector. Data were collected from 352 executive employees across public and private ICT organizations using structured questionnaires. The structural equation modeling results revealed that both employee desire and engagement positively and significantly influenced organizational performance. Employee engagement was also found to partially mediate the relationship between employee desire and performance outcomes. The study offered practical insights for managers seeking to leverage engagement strategies to strengthen organizational effectiveness.

Tomar (2020) explored employee engagement factors across ten major Indian business sectors, with particular emphasis on IT companies, using perceptions from 500 employees. Thematic analysis identified insightful work, pragmatic management, positive work environment, growth opportunity, and engaging leadership as the primary engagement drivers. The study argued that India's increasingly sophisticated, globally influenced HR policies have made employee-centric practices essential to organizational competitiveness. It found that a better-engaged workforce translated directly into improved bottom-line performance for IT firms. The research positioned employee engagement as a strategic lever for achieving broader organizational effectiveness in the IT sector (Tomar, 2020).

Singh et al. (2021) studied the role of employee engagement in organizational effectiveness within Indian public sector organizations. The research measured emotional, cognitive, and physical dimensions of engagement and their relationship to organizational outcomes. Findings showed that emotional and cognitive engagement were

significant predictors of both innovation and productivity within these organizations. Physical engagement also contributed meaningfully, though to a comparatively smaller degree, to overall organizational effectiveness. The study concluded that engagement positively impacts innovation, productivity, interpersonal relationships, and satisfaction, reinforcing engagement's role as a driver of organizational performance (Singh et al., 2021)

Sihag (2021) investigated the impact of perceived organizational support (POS) on employee engagement among 420 mid-level professionals in the Indian IT industry. The study argued that in a highly competitive environment, employees' perception of organizational support strongly shapes their attitudes, behaviors, and willingness to remain engaged. Survey data collected across multiple IT firms confirmed that POS is a significant and positive contributor to employee engagement levels. The research emphasized that when employees feel valued and supported by their organization, their engagement and discretionary effort increase substantially. This finding reinforced the practical importance of supportive HR and managerial practices in building an engaged IT workforce.

Das, Mehra, and Singh (2022) examined the mediating role of emotional intelligence in the relationship between employee engagement and job satisfaction in the Indian IT sector. The study built on prior literature showing that satisfied, fully engaged employees consistently contribute beyond expected performance levels. Emotional intelligence was found to strengthen the pathway through which engagement translates into job satisfaction outcomes. The research suggested that emotionally intelligent employees are better equipped to channel their engagement into positive organizational behaviors. Overall, the study highlighted those individual psychological competencies as an important, often overlooked, factor in engagement-driven organizational effectiveness.

Kumar, Verma, and Ray (2023) conducted a comprehensive review exploring the relationships among employee engagement, organizational commitment, and organizational effectiveness. The study synthesized existing scholarship to map how engagement scholarship has evolved and where research gaps remain. It found that organizations continue to face challenges in translating engagement initiatives into measurable improvements in commitment and effectiveness. The review proposed a future research roadmap emphasizing more rigorous, context-specific investigations into engagement outcomes. This work is particularly relevant for framing engagement and organizational effectiveness as intertwined constructs requiring integrated study.

Shaikh Faridullah and Srivastava (2024) conducted a systematic review examining factors influencing employee engagement in Indian IT firms, drawing on data from 468 executives across three key functional areas. The study scrutinized job contentment, dedication, drive, and participation as core elements shaping engagement outcomes. Using a mixed-methods design involving surveys and interviews, the research offered a nuanced understanding of engagement theory as applied to the IT context. Findings indicated that these engagement elements collectively and significantly influenced organizational effectiveness within Indian IT firms. The review consolidated prominent engagement theories and models to provide a comprehensive framework for future IT-sector research.

Goyal, Nigam, and Goyal (2024) studied how psychological ownership and organizational citizenship behavior influence employee engagement among 221 IT executives, using structural equation modeling. The research examined the IT services industry specifically because of its fast-changing environment and heavy reliance on skilled talent. Results showed that psychological ownership had a stronger positive effect on engagement than organizational citizenship behavior. Perceived organizational support was identified as a mediating mechanism linking both variables to engagement outcomes. The study concluded that fostering a sense of ownership among IT employees is a particularly powerful lever for building sustained engagement.

Sharma, Raj, Gupta, Johri, and Asif (2024) examined how employer branding mediates the relationship between HR practices and employee engagement in the IT sector. The study emphasized that traditional incentive-based approaches are no longer sufficient to sustain long-term employee commitment in a competitive industry. Findings revealed that employer branding served as a significant intermediary mechanism linking HR practices to stronger engagement outcomes. The research provided targeted guidance for HR professionals seeking to strengthen workplace satisfaction through branding-focused strategies. Overall, the study reinforced those strategic HR and branding investments directly support organizational engagement and effectiveness goals.

Sharma, Raj, Kumar, Gupta, Johri, and Asif (2025) investigated the relationship between employer branding and employee satisfaction among 220 executive-level IT professionals in the Delhi-NCR region. Using PLS-SEM for

data analysis, the study aimed to reveal how branding strategies shape overall employee well-being and retention. Results demonstrated a significant positive relationship between employer branding and job satisfaction among IT sector employees. The research argued that a well-managed employer brand distinguishes organizations from competitors while simultaneously enhancing engagement. This study extended earlier work by quantitatively confirming employer branding's role in employee-centered organizational outcomes.

Chakraborty and Pandey (2025) explored whether remote IT workers demonstrate innovative work behavior, focusing on the mediating role of work engagement. The study examined the interplay between psychological contract fulfillment and innovation in the context of India's post-pandemic hybrid work environment. Findings showed that virtual engagement strategies, including regular communication and team-building, remain essential to sustaining employee satisfaction and cohesion. Work engagement was found to mediate the pathway between psychological contract and innovative behavior among remote employees. The research concluded that tailored HR measures are needed to sustain engagement and innovation as IT firms transition into post-pandemic work models.

Haripriya and Parameswaran (2025) studied the interplay of organizational support and employee personality in sustaining engagement among 252 IT employees in Coimbatore. The research framed engagement not merely as a psychological state but as a root driver of organizational performance, creativity, and retention. Results confirmed a strong positive correlation between perceived organizational support and employee engagement. The mediation analysis further revealed that employee personality traits shape how organizational support translates into sustained engagement. The study concluded that companies must look beyond traditional incentives, focusing instead on support systems tailored to individual personality differences.

Manjushri (2026) investigated the impact of employee engagement on organizational performance within the IT sector using structural equation modeling as the analytical framework. The study addressed a gap in the literature by focusing specifically on how engagement affects performance metrics unique to the IT industry. Data collected from a diverse sample of IT professionals across multiple organizations were analyzed to test the proposed model. Findings confirmed that employee engagement significantly and positively influences organizational performance, including productivity and innovation outcomes. The study emphasized the continued need for longitudinal research into the sustainability of engagement initiatives over time.

2. Research Gap

Despite considerable research on employee engagement, some gaps remain in the existing literature. Most studies have concentrated on outcomes such as job satisfaction, organizational commitment, productivity and turnover intention with little attention to its impact on the multidimensional aspects of organizational effectiveness. Moreover, empirical evidence is lacking on employee engagement via the dimensions of vigor, dedication, and absorption in addition to organizational effectiveness dimensions such as communication, advancement opportunity, proactivity, belongingness, task significance, goal orientation, and security. Further, there is a paucity of research that has examined this relationship in the Indian IT industry especially in the light of digital transformation and changes in work practices. The current study fills this gap by examining the relationship between employee engagement and organizational effectiveness among employees in selected IT organizations and provides empirical evidence to support effective human resource strategies and improve organizational performance.

3. Objectives

- To examine the level of employee engagement among employees in selected IT organizations.
- To assess the level of organizational effectiveness across its key dimensions, namely communication, advancement opportunity, proactivity, belongingness, task significance, goal orientation, and security.
- To analyze the relationship between employee engagement and organizational effectiveness among employees in selected IT organizations.

4. Research Methodology

The present study used a quantitative, descriptive and cross-sectional research design for the study of employee engagement and organizational effectiveness among employee of selected IT organizations. The primary data was gathered using a structured questionnaire from 300 employees through the convenience sampling method. Employee engagement was measured using the Utrecht Work Engagement Scale (UWES), which is composed of the dimensions of vigor, dedication, and absorption. Organizational effectiveness was assessed by measuring communication, advancement opportunity, proactivity, belongingness, task significance, goal orientation, and security. All items were measured on a seven-point Likert scale from 1 (Completely Disagree) to 7 (Completely Agree). The data were analyzed using SPSS version 29. To review the demographic characteristics of the respondents and to measure the levels of employee engagement and organizational effectiveness, the descriptive statistics such as frequency, percentage, mean and standard deviation were used. Participation was voluntary and the anonymity and confidentiality of respondents was maintained throughout the study.

5. Data Analysis And Interpretation:

Below table provides the demographic variables of the respondents of the sample

Table 1 Demographic variables of Respondents

Characteristics	Category	Respondents	
		Number	Percentage
Gender	Male	195	65
	Female	105	35
Age	25-35	130	43.33
	35-45	98	32.67
	45-55	44	14.67
	Above 55	28	9.33
Marital status	Married	125	41.67
	Un married	175	58.33
Educational level	Degree	50	16.66
	Professional	130	43.34
	Post Graduate	120	40
Years of experience	3 years	110	36.66
	3-6 years	120	40
	Above 6years	70	23.34

6.1 Descriptive statistics for responses of three scales

This section provides the descriptive statistics of all variables of the study. There are two variables, among which one is independent variable and one is dependent variable. These variables are analyzed by collecting the responses in the form of various agreement levels against forty five statements that are formulated pertaining to the variables

of the study.

Below section provides descriptive statistics of seven Sub-variables of the dependent variable 'Organizational Effectiveness'.

a. Communication Dimension

The table presents respondents' perceptions of the Communication dimension of organizational effectiveness. The responses are measured on a seven-point Likert scale ranging from Completely Agree (CA) to Completely Disagree (CDA). Overall, the findings indicate that employees hold a favourable perception of communication practices within the organization, as reflected by high mean scores and a substantial percentage of agreement.

Table 2 Communication Dimension

Sub variables of the scale	Responses (in %)							Mean Response	Mean Response (In %)
Communication	CA	A	SWA	N	SWDA	DA	CDA		
There is an emphasis on effectiveness in every sphere.	12.7	64.7	12.7	9.9	-	-	-	5.80	82.85
The discussions sought by superiors are mostly genuine.	2.3	37	45.7	15	-	-	-	5.27	75.28
The communication is generally well thought off.	11.7	54.3	29	5	-	-	-	5.73	81.85
The actions of superiors are guided by legal provisions.	10.3	54.7	27.3	7.7	-	-	-	5.68	81.14

CA=completelyagree;A=Agree;SWA=somewhatagree;N=neutral;SWDA=somewhatdisagree;DA=disagree;CD A=completely disagree

The **Communication** dimension received positive employee perceptions, with mean scores ranging from **5.27 to 5.80** (75.28%–82.85%). The highest-rated statement was **"There is an emphasis on effectiveness in every sphere"** (Mean = 5.80), indicating a strong organizational focus on effectiveness. Employees also viewed communication as **well planned** (Mean = 5.73) and believed that **superiors' actions are guided by legal provisions** (Mean = 5.68). The comparatively lower score for **the genuineness of discussions with superiors** (Mean = 5.27) suggests a need to strengthen openness, trust, and two-way communication. Overall, the findings indicate an effective and transparent communication system with scope for improving managerial interactions.

b. Advancement Opportunity Dimension

The table presents respondents' perceptions of the Advancement Opportunity dimension of organizational effectiveness. The responses indicate that employees generally hold a positive opinion regarding career growth, promotion opportunities, and the utilization of their skills within the organization. The mean scores range from 5.50 to 5.71, while the mean response percentages vary between 78.57% and 81.50%, reflecting a favorable perception of advancement opportunities.

Table 3 Advancement Opportunity Dimension

Sub variables of the scale	Responses (in %)							Mean Response	Mean Response (In %)
Advancement Opportunity	CA	A	SWA	N	SWDA	DA	CDA		
My job gives me an opportunity to make use of my abilities.	10	49	33.7	7.3	-	-	-	5.62	80.28

The chances of advancement on this job are high.	12.3	42.7	32.3	10.3	-	2.4	-	5.5	78.57
My past advancement in the organization has been satisfactory	17	41.3	37.3	4.4	-	-	-	5.71	81.5
The chances for further growth are bright.	11	49.7	35.7	3.6	-	-	-	5.68	81.14

The **Advancement Opportunity** dimension reflects positive employee perceptions, with mean scores ranging from **5.50 to 5.71** (78.57%–81.50%). The highest-rated statement was **"My past advancement in the organization has been satisfactory"** (Mean = 5.71), followed by **future growth opportunities** (Mean = 5.68) and **effective utilization of abilities** (Mean = 5.62). The statement on **chances of advancement** received the lowest mean score (Mean = 5.50), indicating some concerns about promotion opportunities. Overall, employees are satisfied with career growth and development, though greater transparency and fairness in promotion policies could further enhance satisfaction.

c. Proactivity Dimension

The table presents respondents' perceptions of the Proactivity dimension of organizational effectiveness. The findings reveal that employees exhibit a strong proactive orientation toward their work, as reflected by high levels of agreement across all statements. The mean scores range from 5.52 to 5.84, while the mean response percentages vary between 78.85% and 83.42%, indicating a high level of proactive work behavior among employees.

Table 4: Proactivity Dimension

Sub-variable	Responses							Mean Response	Mean Response (In %)
	CA	A	SWA	N	SWDA	DA	CDA		
I work overtime even I am not paid for it.	19.6	51	22.7	6.7	-	-	-	5.84	83.42
I usually show up for work a little early to get things ready.	3.7	46.3	48	2	-	-	-	5.52	78.85
I keep upon thinking about the problem till solved.	2.3	53.7	42.7	1.3	-	-	-	5.57	79.57
People are often enthusiastic to complete their work as per schedule.	6	61.3	32	0.7	-	-	-	5.73	81.85

The **Proactivity** dimension shows strong positive employee perceptions, with mean scores ranging from **5.52 to 5.84** (78.85%–83.42%). The highest-rated statement was **"I work overtime even if I am not paid for it"** (Mean = 5.84), indicating a high level of commitment and discretionary effort. Employees also reported being

enthusiastic about completing work on time (Mean = 5.73) and **persistent in solving work-related problems** (Mean = 5.57). The comparatively lower score for **arriving early to prepare for work** (Mean = 5.52) suggests scope for improving consistent proactive behavior. Overall, the findings indicate a proactive, dedicated, and responsible workforce that contributes positively to organizational effectiveness.

d. Belongingness Dimension

The table presents respondents' perceptions of the Belongingness dimension of organizational effectiveness. The findings indicate that employees exhibit a strong sense of attachment, identification, and emotional commitment toward the organization. The mean scores range from 5.66 to 5.89, while the mean response percentages range from 80.85% to 84.14%, reflecting a high level of organizational belongingness among employees.

Table : 5 Belongingness Dimension

Sub-variable	Responses							Mean Response	Mean Response (In %)
Belongingness									
	CA	A	SWA	N	SWDA	DA	CDA		
I see this organization as a large family.	9.7	68.7	21.3	0.3	-	-	-	5.88	84
I am proud of working in this organization.	30.3	42.7	12.7	14.3	-	-	-	5.89	84.14
I feel that this organization's problems are my own.	10.3	47	40.7	2	-	-	-	5.66	80.85
I see the fulfilment of my personal goals in the achievement of organization's goals.	9.7	59.3	29	2	-	-	-	5.77	82.42

The **Belongingness** dimension reflects strong employee attachment, with mean scores ranging from **5.66 to 5.89** (80.85%–84.14%). The highest-rated statement was **"I am proud of working in this organization"** (Mean = 5.89), followed by **viewing the organization as a large family** (Mean = 5.88). Employees also reported strong alignment between **personal and organizational goals** (Mean = 5.77). The comparatively lower score for **feeling organizational problems as their own** (Mean = 5.66) suggests scope for enhancing psychological ownership. Overall, the findings indicate high organizational pride, loyalty, and commitment, with opportunities to further strengthen employee ownership and participation.

e. Task Significance Dimension

The table presents respondents' perceptions of the Task Significance dimension of organizational effectiveness. The findings suggest that employees generally perceive their work as meaningful and recognize the importance of their roles within the organization. The mean scores range from 5.26 to 5.92, while the mean response percentages vary between 75.14% and 84.57%, indicating an overall positive perception of task significance.

Table 6 Task Significance

Sub variable	Responses							Mean Response	Mean Response (In %)
Task Significance									
	CA	A	SWA	N	SWDA	DA	CDA		
My job gives me opportunity to feel important.	3	33.3	51	12.7	-	-	-	5.27	75.28
I often try to express my ideas without any fear.	7.3	61.7	31	-	-	-	-	5.76	82.28
My work is suitably recognized	5	33	45	17	-	-	-	5.26	75.14
Responsibilities given to me are satisfactory	25.7	47.7	20	6.7	-	-	-	5.92	84.57

The **Task Significance** dimension shows positive employee perceptions, with mean scores ranging from **5.26 to 5.92** (75.14%–84.57%). The highest-rated statement was "**Responsibilities given to me are satisfactory**" (Mean = 5.92), followed by **freely expressing ideas without fear** (Mean = 5.76). Lower scores for **job importance** (Mean = 5.27) and **work recognition** (Mean = 5.26) indicate opportunities to improve employee recognition and reinforce the value of individual contributions. Overall, employees perceive their work as meaningful and are satisfied with their responsibilities, while enhanced recognition practices could further improve motivation and organizational effectiveness.

f. Goal Orientation Dimension

The table presents respondents' perceptions of the Goal Orientation dimension of organizational effectiveness. Overall, the findings indicate that employees have a favorable perception of the organization's goal-setting practices, clarity of objectives, and alignment of organizational goals with broader societal needs. The mean scores range from 5.42 to 5.92, while the mean response percentages range from 77.42% to 84.57%, suggesting a high level of goal orientation within the organization.

Table 7 Goal Orientation

Sub variable	Responses in %							Mean Response	Mean Response (In %)
Goal Orientation									
	CA	A	SWA	N	SWDA	DA	CDA		
The objectives of our organization are realistic		52.7	17.3	7	-	-	-	5.92	84.57
Individuals and teams are skilful in clarifying objectives in the light of new information		44.7	44	7.7	0.7	-	-	5.42	77.42
Objectives and broad aims are clearly communicated so that one can relate them to day-to-day responsibilities.		54	32.7	5	1	-	-	5.62	80.2

Organizational objectives are related to wider social and economic needs.		57.3	33.7	-	-	-	-	5.75	82.14
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The **Goal Orientation** dimension reflects strong positive employee perceptions, with mean scores ranging from **5.42 to 5.92** (77.42%–84.57%). The highest-rated statement was **"The objectives of our organization are realistic"** (Mean = 5.92), indicating confidence in organizational goals. Employees also agreed that objectives are **clearly communicated** (Mean = 5.62) and **aligned with wider social and economic needs** (Mean = 5.75). The comparatively lower score for **clarifying objectives based on new information** (Mean = 5.42) suggests scope for improving adaptability and communication. Overall, employees perceive organizational goals as realistic, well communicated, and strategically aligned, with opportunities to strengthen adaptive goal-setting and feedback mechanisms.

g. Security Dimension

The table presents respondents' perceptions of the Security dimension of organizational effectiveness. The findings reveal that employees perceive a high level of job security, confidence in organizational systems, and fairness in organizational practices. The mean scores range from 5.63 to 5.95, while the mean response percentages range from 80.42% to 85.00%, indicating a strong positive perception of security within the organization.

Table 8 Security

Sub variable	Responses in %							Mean Response	Mean Response (In %)
Security									
	CA	A	SWA	N	SWDA	DA	CDA		
My job provides me the way for steady employment.	3	67.3	27	2.7	-	-	-	5.71	81.57
The standards of control are adequate.	5	60	34	1	-	-	-	5.69	81.28
I am optimistic about the fate of my organization.	6.3	53	38.3	2	0.3	-	-	5.63	80.42
The standards of performance are fair.	22.7	55.7	15.7	6	-	-	-	5.95	85

The **Security** dimension reflects strong positive employee perceptions, with mean scores ranging from **5.63 to 5.95** (80.42%–85.00%). The highest-rated statement was **"The standards of performance are fair"** (Mean = 5.95), followed by **job security** (Mean = 5.71) and **adequate control standards** (Mean = 5.69). The comparatively lower score for **optimism about the organization's future** (Mean = 5.63) suggests a need for better communication on the organization's long-term vision. Overall, employees perceive the organization as stable, fair, and secure, with high confidence in its policies and practices.

6.2 Descriptive statistics of Employee Engagement

The Present section consists of set of statements that are used to measure the agreement level of the sample on Employee Engagement variable, which has been considered as dependent variable in the study.

a. Responses of 'Vigor' Dimension

The Vigor dimension of employee engagement reflects employees' levels of energy, mental resilience, willingness to invest effort in their work, and persistence in the face of challenges. The findings indicate that respondents demonstrate a high level of vigor, as evidenced by the consistently high mean response percentages ranging from 78.71% to 87.42%.

Below Table provide the results of the responses

Table 9 Vigor

Sub variable	Responses in %							Mean response	Mean Response (In %)
Vigor									
	CA	A	SWA	N	SW DA	D A	CD A		
Feel of bursting with energy	29.3	44	11.7	15	-	-	-	5.88	84
Feeling of Strong and vigorous	22.3	51	20.4	6.3	-	-	-	5.89	84.14
Feel like going to work	28.3	53	13.7	5	-	-	-	6.05	86.42
Work for long periods	3	46.7	48.3	2	-	-	-	5.51	78.71
Resilient mentally	7	58.7	34.3	-	-	-	-	5.73	81.85
Showing perseverance	32	48.7	19	0.3	-	-	-	6.12	87.42

The **Vigor** dimension indicates high employee engagement, with mean scores ranging from **5.51 to 6.12** (78.71%–87.42%). The highest-rated statement was **"Showing perseverance"** (Mean = 6.12), followed by **feeling like going to work** (Mean = 6.05), reflecting strong enthusiasm and commitment. Employees also reported high levels of **energy** and **mental resilience**. The comparatively lower score for **working for long periods** (Mean = 5.51) suggests a need for better workload management and well-being initiatives. Overall, the findings demonstrate a highly energetic, resilient, and committed workforce that contributes positively to organizational effectiveness.

b. Responses of Dedication Dimension

The Dedication dimension of employee engagement reflects employees' sense of significance, enthusiasm, inspiration, pride, and willingness to embrace challenging work. The findings indicate that respondents exhibit a high level of dedication, with mean response percentages ranging from 81.14% to 87.14%, suggesting that employees are emotionally connected to their work and demonstrate a strong sense of commitment toward their organization.

Table 10 Dedication

Sub variable	Responses in %							Mean response	Mean Response (In %)
Dedication									
	CA	A	SWA	N	SWDA	DA	CDA		
Work meaning and purposeful	19	57	17.3	6.7	-	-	-	5.88	84

Job inspires	24.7	46.7	15.3	8.3	-	5	-	5.73	81.85
Enthusiastic about the job	7.7	61.3	28.3	2.7	-	-	-	5.74	82
Proud about work	2.3	65.7	29.7	2.3	-	-	-	5.68	81.14
Challenging job	24	63	12.3	0.7	-	-	-	6.10	87.14

The **Dedication** dimension reflects high employee engagement, with mean scores ranging from **5.68 to 6.10** (81.14%–87.14%). The highest-rated statement was "**Challenging job**" (Mean = 6.10), indicating that employees find their work stimulating and meaningful. Employees also reported high levels of **purpose, enthusiasm, and inspiration**. The comparatively lower score for **pride in work** (Mean = 5.68) suggests an opportunity to strengthen employee recognition and organizational identification. Overall, the findings indicate a dedicated and motivated workforce with scope to further enhance employee pride and engagement.

c. Absorption Dimension

The Absorption dimension of employee engagement reflects the extent to which employees are fully concentrated, deeply immersed, and happily engrossed in their work. The results indicate that respondents exhibit a high level of absorption, with mean response percentages ranging from 74.11% to 84.85%, suggesting that employees are generally attentive and mentally involved in their job responsibilities.

Table 11 Absorption

Sub variable	Responses in %							Mean Response	Mean Response (In %)
Absorption									
	CA	A	SWA	N	SWDA	DA	CDA		
Time flies while working	4.3	32	45.7	18	-	-	-	5.23	74.11
Forget everything else while working	19.7	55	17	8.3	-	-	-	5.86	83.71
Feel happy when intensely working	18	61.7	17	3.3	-	-	-	5.94	84.85
Get carried away while working	2	53.7	43	1.3	-	-	-	5.56	79.42
Difficult to detach from work	9	46.3	42.7	2	-	-	-	5.62	80.2
Immersed	5.3	65	29.7	-	-	-	-	5.76	82.28

The **Absorption** dimension indicates high employee engagement, with mean scores ranging from **5.23 to 5.94**

(74.11%–84.85%). The highest-rated statement was **"Feel happy when intensely working"** (Mean = 5.94), followed by **forgetting everything else while working** (Mean = 5.86), reflecting strong focus and enjoyment at work. Employees also reported high levels of **immersion** and **psychological involvement**. The comparatively lower score for **"Time flies while working"** (Mean = 5.23) suggests scope to further enhance immersive work experiences. Overall, the findings indicate that employees are highly absorbed in their work, contributing positively to employee engagement and organizational effectiveness.

6. Discussion:

The study indicated that the chosen IT organizations' employees reported high levels of employee engagement in the three dimensions of vigor, dedication, and absorption, which means enthusiasm, commitment, and full immersion in work. The organization was also evaluated positively regarding its effectiveness in terms of communication, goal orientation, belongingness, opportunity for advancement, task significance, pro-activity and security. The findings indicate that supportive work practices, good communication, career development opportunities and employee recognition are important for both engagement and the effectiveness of organizations. The results are in line with previous studies that have emphasized the positive relationship between employee engagement and organizational performance.

7. Future Directions For Research

Future research might employ larger, more diverse samples from a range of industries and geographic locations. Researchers may also look at how hybrid work, AI, digital leadership and employee well-being affect employee engagement and organizational effectiveness. Longitudinal studies and sophisticated statistical techniques, such as Structural Equation Modeling (SEM), might provide a better understanding of these associations.

8. Conclusion

The study concludes that employee engagement positively impacts on organizational effectiveness in the IT sector. It indicates a positive and productive work environment with high levels of vigor, dedication, and absorption and positive perceptions of communication, career growth, proactivity, belongingness, goal orientation, task significance and security. Organizations should keep on building leadership, communication, employee recognition, and career development efforts to sustain engagement, enhance organizational performance, and preserve long-term competitiveness.

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