ABSTRACT

The work-environment of Indian IT sector can be considered as a highly competitive, changing, unpredictable, and diversified in nature. The working nature of the IT sector is more or less temporary and project-based (Agarwal & Mehta, 2014; Kanwar, Singh & Kodwani, 2012). Fostering employees’ organizational commitment is therefore the demand of the time for organizational effectiveness and sustainable growth. Research so far has shown vague and limited empirical evidences for the IT employee’s commitment (Pricewaterhouse Coopers, 2008). Empirical negligence has been found in respect of employee’s perceptions of top management sponsored practices and their contribution in attitudinal outcomes in the employment relationship. Limited research has been done to examine the impact of workplace factors like employer branding, talent management and organizational support and psychological contract breach on organizational commitment and intention to quit. Contribution of perceived organizational support as a potential mediating variable between the employees’ perception of such workplace management factors on organizational commitment and turnover intention in IT sector has not been studied so far in Indian context.

The present study aimed to investigate the nature of the relationship between organizational workplace management factors, namely, perceived brand attraction value, organizational talent management practices and perceived breach of psychological contract with certain work attitudes, namely, organizational commitment and intention to quit, among employees within the employer branding perspective in the IT sector in India. The study further examined the differences in the
nature of these relationships as mediated by employees’ perceived organizational support in the branded and non-branded IT firms.

The sample for the present study consisted of 304 employees working in various Indian software firms. Data collection was done by adopting convenience/incidental sampling technique considering the time and resource constraint for the study. A sample size of 500 employees working in the IT field was initially targeted for the present study comprising of branded and non-branded IT organizations. However, responses to the questionnaire were received from a total of 304 participants from which 142 were from branded and 162 were from non-branded IT organizations.

The measures for the study consisted of six questionnaires for measuring participants’ responses to the items on five point Likert type scales. These comprised of (1) The adapted version employer attractiveness’ scale (Berthon et al, 2005), with three dimensions namely, workplace attraction value, social attraction value and economic attraction value (2) The adapted version of Talent Management competency 360° evaluation questionnaire (Anne-Marguerite Oehley, 2007) consisting of five major namely, talent mind-set, develop talent, recruit talent, reward talent and manages work-life balance (3) Psychological contract breach (Robinson and Morrison, 2000) (4) Perceived organizational support scale developed by Eisenberger et al. (1997), (5) Three dimensional organizational commitment questionnaire (OCQ) developed by Meyer, Allen, & Smith, (1993) and (6) Intention to quit measure developed by Becker (1992).
The data were statistically analysed through the computation of t-test, bivariate correlation followed by hierarchal multiple regression analyses (MRA) in order to examine the hypothesized levels and patterns of relationship between the predictor. Mediator and criterion variables understudy in the branded and non-branded IT sector Indian organizations. Obtained results partially supported the hypothesized differences between the branded and non-branded IT organizations on the variables understudy. Results of independent sample t-test indicated that among four demographic variables age and salary were significantly different and reported higher levels in branded than those of non-branded IT organizations. While the total IT field experience and total experience in current company reported nearly similar, no significant difference was observed. Further in case of the hypothesized differences in the levels of the predictor variables, dimensions of organizational talent management namely, talent mindset, develop talent, recruit talent and rewards talent levels of scores found significantly different. Further results did not supported the hypothesis assumptions for other variables of the study as the employees reported similar levels of employer branding attraction value dimensions, psychological contract breach, perceived organizational support, organizational commitment dimensions (affective, normative and continuance) and intention to quit in both branded and non-branded IT organizations.

Correlation analysis revealed that the dimensions of employer branding attraction value, organizational talent management dimensions and perceived organizational support were significantly positively correlated with all the three dimensions of organizational commitment in both the branded and non-branded IT organizations. Further in case intention to quit only perceived organizational support
was significantly and negatively correlated with it. None of the dimensions of employer branding attraction value and organizational talent management were correlated significantly with intention to quit. As hypothesized, psychological contract breach was found to be significantly and negatively correlated with the dimensions of organizational commitment in both the branded and non-branded IT organizations. Further, psychological contract breach was found highly significantly and positively correlated with the turnover intentions in both the branded and non-branded IT organizations. Thus the relationship of all predictors namely, employer attraction value dimensions, organizational talent management dimensions and psychological contract breach with mediator variable i.e. perceived organizational support and criterion variables namely, organizational commitment dimensions and intention to quit have been largely in support of the hypothesized relationships between the predictor, mediator and criterion variables.

Hierarchical regression analysis revealed that among the dimensions of employer branding attraction value, perceived workplace attraction value emerged as the significant predictor for all the three dimensions of organizational commitment in both the branded and non-branded IT organizations. Among the dimensions of organizational talent management three major dimensions namely, talent mindset, develop talent and manages work-life balance were found to be the significant predictor of the organizational commitment dimensions.

With respect of the mediating effect of perceived organizational support on the relationship between the predictor variables (employer branding attraction value dimensions, organizational talent management and psychological contract breach) and the criterion variables (organizational commitment dimensions and intention to quit)
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in branded and non-branded IT organizations, results indicated that the mediating effects of perceived organizational support were found to significant for affective commitment with all the predictors. However in case of normative and continuance commitment, results are more pronounced for the branded IT organizations group than non-branded IT organizations. Further, sign of differences in mediation effect between all the predictor and criterion variables in terms of branded and non-branded IT organizations has been observed up to some extent.

Findings of the present study suggests that workplace management factors play a critical role in determining the employees work related attitudinal outcomes for the IT sector within an employer branding perspective. Findings highlighted the importance of perceived employer branding attraction value, organizational talent management and psychological contract breach in maintaining the employees’ organizational commitment and reducing turnover intention. The study further suggests that perceived organizational support has a vital role of in the nature of the relationships between the predictor variables and criterion variables.

The employer branding perspective of the present study has important implications for the IT sector as it will add value to the knowledge, understanding and implementation of practices and policies required for the sustainable organizational performance and advancing the phenomenon of intangibility for the organizations. The study highlights the value of organizational efforts and strategies which are employee centric and beneficial, which have an impact on overall work environment of the organization and thereby determine important employees’ work attitudinal outcomes for the employer organizations in the IT sector.