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Impact of benefits, work culture and career development on employee engagement and organizational commitment

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Abstract

Many of the Business leaders and professionals are unaware or have a very limited information about the factors affecting job satisfaction and how it is related to employee engagement and work or organizational commitment. Today Employee engagement has become one of the biggest challenges for the companies as the engagement between the employees is on decline and it becomes a critical issue for the organizations or firms recovering from recession trauma. Today the role of employee engagement has become very important for the company as if the employee is not engaged, satisfied, and committed then there may be case of talent mobility. The purpose of the study is to investigate the impact of benefits, work culture and career development on employee engagement and work or organizational commitment. The main aim is to create awareness in employees about Career Satisfaction and Employee Engagement by analyzing that how it is positively related to Organization Commitment. Hypothesis was developed and tested on a sample size. A valid and reliable Questionnaire was used as data collection tool.

Keywords: Career development, Employee engagement, Job satisfaction, Organizational commitment, Work culture.

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1. Introduction

The ongoing challenge for the organizations is to create job satisfaction and engagement with employees, establishing an organizational commitment within employees is also an additional significant challenge. "The highly productive workforce that is coveted by management constitute of engaged, satisfied and committed employees" [1]. "In the coming

years there is high level of senior leadership retirements which further raises the concern regarding quality of the services from businesses" [2].

If the employees are committed, engaged, and satisfied with the job then it provides competitive edge to an organization such as high productivity [3]. The way employees provide services to the client and assist an organization to bring on more and more opportunities demonstrate their commitment and engagement in organization and how much they are satisfied with their job [4]. If the employees are satisfied with their job and remain engaged and committed towards an organization then it really helps employees to better understand the goal of an organization and help it achieving the goals [5]. Moreover, the competitive advantage of consistent productivity is ensured when the employees are committed, engaged, and satisfied as they tend to stay in a company.

This study is focused on the determining the various factors affecting job satisfaction and their relationship with the employees' engagement and work commitment. The knowledge which will be gathered from this study will help the upper management the right form of reward for right employees which will increase the job satisfaction within employees with further will lead to high employee engagement and work commitment. With the knowledge obtained from this study the top management may start taking employee engagement, job satisfaction and organizational commitment as an important factor which can improve individual as well as organizational performance [6].

1.1. Background of the Study

Vroom, in his definition of job satisfaction, centers around the role of the worker in the working environment. In this way, he characterizes job satisfaction as the affective orientation of people toward work jobs which they are directly possessing [7].

A standout amongst the frequently referred definitions of job satisfaction is the one given by Spector according to whom job satisfaction has to do with the manner in which how individuals feel about their job and its different perspectives. It has to do with the degree to which individuals like or abhorrence their job. That is the reason job satisfaction and employment disappointment can show up in given work circumstance.

Job satisfaction can be characterized as a blend of positive or negative sentiments that workers have towards their work. In the interim, when a worker employed in a business association, carries with it the requirements, wants and encounters which determinates desires that he has dismissed. Occupation fulfilment speaks to the degree to which desires are and coordinate the genuine honours. Job Satisfaction is firmly connected to that person's conduct in the workplace [8].

Job Satisfaction is an employee's feeling of accomplishment and success at work. It is commonly seen to be legitimately connected to productivity as well as to individual prosperity. Job satisfaction suggests carrying out a responsibility one appreciates, doing it well and being remunerated for one's endeavours. Job satisfaction further infers energy and joy with one's work. Job satisfaction is the key ingredient that prompts acknowledgment, salary, advancement, and the achievement of different objectives that lead to a sense of fulfilment [9].

Job satisfaction is a mind boggling and multifaceted idea which can mean diverse things to various individuals. Job satisfaction is generally connected with inspiration, yet the idea of this relationship isn't clear. Satisfaction isn't equivalent to motivation. Job satisfaction is a greater amount of a disposition, an inside state. It could, for example, be related with an individual feeling of accomplishment, either quantitative or qualitative [10].

Job satisfaction can be considered as one of the principal factors with regards to efficiency and adequacy of business associations. Truth be told the new administrative world view which demands that representatives ought to be dealt with and considered principally as human beings that have their own wants, needs, personal wants is an extremely decent pointer for the significance of Job satisfaction in contemporary organizations. While examining Job satisfaction the rationale that a satisfied worker is a cheerful worker, and a cheerful worker is a satisfied worker.

The significance of Job satisfaction uncommonly rises to surface whenever had in mind the many negative results of occupation dissatisfaction such an absence of loyalty, increased absenteeism, increment number of mishaps and so on. Spector [11] records three vital highlights of Job satisfaction. First, associations ought to be guided by human qualities. Such associations will be situated towards approaching specialists reasonably and with deference. In such cases the assessment of Job satisfaction may fill in as a decent indicator of employee viability.

High amounts of job satisfaction might be indication of a decent enthusiastic and mental condition of workers. Second, the conduct of employees relying upon their level of job satisfaction will influence the working and exercises of the organization's business. From this it may be presumed that job satisfaction will result in positive conduct and the other way around, disappointment from the work will result in negative conduct of representatives. Third, work fulfilment may fill in as markers of authoritative exercises. Through job satisfaction assessment distinctive dimensions of fulfilment in various hierarchical units can be characterized, however thus can fill in as a decent sign with respect to in which authoritative unit changes that would support execution ought to be made [11].

When discussing variables of job satisfaction, the way that they can likewise cause work disappointment must be remembered. In this manner the issue whether job satisfaction and employment disappointment are two inverse and excludable wonders.

Table 1.
Job Satisfaction Factors.

Hygiene Factors	Motivators
Company Policies	Achievement
Supervision	Recognition
Interpersonal Relations	Work Itself
Work Conditions	Responsibility
Salary	Advancement
Status	Growth
Job Security	

Source: [Herzberg, 12].

There is no consensus with respect to this issue among researchers. Herzberg's Two Factor Theory is likely the frequently referred perspective [12]. Actually, the fundamental thought is that employees in their workplace are affected by elements that reason job satisfaction and elements that reason job disappointment. Along these lines all factors that have gotten from huge observational research and divided in factors that causes job satisfaction (motivators) and factors that causes work disappointment (Hygiene factors).

2. Literature Review

2.1. Employee Engagement

Employee engagement is an important idea towards numerous parts of individual and businesses performance. Research demonstrated that Kahn [13] is the author of the employee engagement development [13]. Kahn depicted engagement as the harnessing of organization individuals' selves to their work jobs: in engagement, individuals employ and communicate physically, psychologically, inwardly, and rationally during task execution [14].

The attributes of employee engagement are vigor, dedication, and absorption. Vigor is the display of large amounts of energy and the ready commitment of time and energy to the activity [15]. Dedication is the degree to which a worker is willing to contribute his or her time, energy, and exertion into his or her job and the feeling of which means, pride, or challenge derived from the job [16]. Absorption is the troubles experienced in separating from work [17].

Anitha [18] distinguished and tested substantial determinants of employee engagement. These determinants of engagement are controllable by the association [18]. A strong workplace, where the executives demonstrate concern for employees and enable workers to voice their contemplation and emotions, is a central determinant of the dimension of engagement workers feel [19]. CPA business pioneers who are steady and moving increase the engagement level of their adherents by expanding association in, and eagerness for, the supporters' work [20]. Employees who have strong associations with co-worker's experience higher engagement levels since they feel safe attempting new things without dread of the results [18].

Training and career development enable the worker to expand his or her confidence in the job and give greater engagement with his or her activity. Training gives the worker open doors for development and improvement, which assists with professional success and responsibility [21]. Pay, regardless of whether monetary or non-monetary, is a center factor in engagement. Research showed that company's policies related to enrolment affect employee engagement and commitment. Companies that help adaptable work courses of action, permitting representatives to adjust their work and home lives outstandingly prompts connection between employees [18]. The enthusiasm of the organization in the prosperity of the worker additionally influences employee engagement. The more intrigue an organization appears for the welfare of the person, the more connected with the employees since the person in question feels the organization thinks about him or her on an individual level [18]. Exceedingly connected with workers discover satisfaction with their employments.

2.2. Organizational Commitment

Organizational commitment is the dimension of a worker's devotion and responsibility to the organization and the objectives of the organization [22]. Research delineated that organizational commitment is higher in private division employees compared to public segment workers [23]. The business heads trust that the level of their employee's dedication influences the execution of the business. Employees with organizational commitment share their insight for the advancement of the association [24] making the workers become significant to the organization.

Meyer and Allen [25] characterized organizational commitment into three components: affective commitment, normative commitment, and continuance commitment. Affective commitment alludes to the passionate connection to, identification with, and contribution in the organization Meyer and Allen [25] and Memari, et al. [26]. Lee, et al. [27]; as referred to in Adekola, 2012) accepted the accompanying three variables are included with affective organizational commitment: (a) a solid faith in, and acknowledgment of, the organization's goals and values; (b) an ability to apply significant exertion for the benefit of the organization; and (c) an unequivocal want to keep up enrolment in the organization. Normative Commitment alludes to the worker's sentiments of commitment to proceed with business coming about because of pressure due to organizational prerequisites [25, 26]. Continuance commitment is the dimension of connection related with the apparent expenses of leaving the organization [25, 26].

2.3. Job Satisfaction

In the research, researchers characterize job satisfaction as the dimension of satisfaction that workers feel about their job in general and explicit parts of the job [28]. This depiction is certainly not a static definition since job satisfaction implies something other than what's expected to everybody. Upper-level administration ought not neglect the impact that job satisfaction and commitment have on the general environment of the organization [29].

Many studies included examination how the way of life of an organization influences job satisfaction. Work culture has solid and profound effect on the performance of the workers [30]. Research showed that a strong work culture ensures the satisfaction of employees Uddin, et al. [31]. Belhas and Koustelios [32] determines that a employee's assessment of the organizational culture, especially the social help and initiative parts of this culture, can impact his or her job satisfaction level backs Uddin, et al. [31] research. The culture of a financial firm has a critical influence on the commitment, fulfilment, and engagement of the workers.

Karin Andreassi, et al. [33] made the hypothesis that manly culture, as opposed to ladylike culture, would have a more grounded association with job satisfaction [33]. Both manly and ladylike culture esteem achievement and acknowledgment. Manly culture leans toward a feeling of achievement, while individual acknowledgment is imperative to female culture [34]. Satisfied employees result when workers get both, a feeling of achievement and individual acknowledgment [35].

Researchers contemplated different variables that influence the level of job satisfaction among workers. Other research discoveries showed that the amount of job satisfaction among CPAs is subject to advancement and improvement opportunities, for example, on-the job training and work diversity Voiry, et al. [36]. Lumley, et al. [37] results are in accordance with that.

The amount of job satisfaction can be a vital indicator of worker behavior. Non-proficient act, for example, truancy, might be the consequence of a low level of occupation satisfaction Salehi-Isfahani [38]. Javed, et al. [39] proposed that a low amount of occupation satisfaction will adversely affect the businesses, while a high level of satisfaction will result in a beneficial outcome of businesses [39]. The different dimensions of job satisfaction inside an organization additionally have monetary repercussions. High level of employment satisfaction may upgrade the businesses money related position, yet work costs will build, in this manner diminishing firm esteem [40].

Accountants, regardless of whether independently employed or salaried representatives need commitment, fulfilment and engagement to their job and organization. Millán, et al. [41] found that independently employed people are exceptionally happy with the kind of work they did, while paid-employed people announced more elevated amounts of satisfaction with employer stability [41].

2.4. Social Exchange Theory

SET incorporates exploration of the connection between the organization and employees, which gives a premise to understand worker engagement, employee job satisfaction, and worker commitment [42]. The basis of SET is the trading of money related and non-monetary compensation between the employees and the organization bringing about sentiments of commitment, trust, shared qualities, and long-term focus [43]. In light of these exchange and the impression of the worker's personal value to the organization, the employees' level of duty, fulfilment and commitment is influenced [44].

To decide the quality of social exchange among auditors and the audit firm, the apparent organizational help and organizational commitment felt by the employee must be considered. The extent of commitment felt by an auditor demonstrates their view of the quality of the social exchange relationship they have with the organization. Herda and Lavelle [45] recommended that auditor structure social exchange relationship with associates, managers, customers, and the accounting firm itself [45]. The discoveries of Karanges, et al. [46] recommended that internal communication, as a strategy for social exchange, significantly impacts an employee level of commitment. These researchers placed that the social exchange between a worker and chief play a part in the connection between the worker and the organization, which appears in the worker's reciprocation of engagement [46].

2.5. Job Demand-Resource Theory

The Job Demand-Resource theory (JD-RT) clarifies and explain employee engagement, job satisfaction, and organizational commitment [47]. In light of JD-RT, workers face job demand and resource to enable them to manage the demand [48]. Employees should be given the important resources to play out their job roles since they affect employee engagement and organizational commitment [49]. Without important resources, employee engagement, job satisfaction, and work commitment suffer.

Yanchus, et al. [50] investigated the relationship between job demands and resources to organizational commitment and discovered that job resources and satisfaction anticipated engagement [50]. In view of the research, occupations are made out of demand and resources. It presumes that job resources, for example, self-sufficiency, ability use, proficient advancement, instead of job demands, are better indicators of the extent of engagement [51].

JD-RT clarifies the connection between work-family conflict and engagement, satisfaction, and commitment. Expanded job demands increment work-family conflict, and place more pressure on the employee, influencing their engagement, satisfaction, and commitment [52].

Schaufeli and Taris [53]S directed research to decide if profession abilities resemble individual resources inside the JD-RT model and placed that individual resources increment professional skills or career competencies [53]. Career competencies are the aptitudes, learning, capacities, and other different qualities impacted by the employee for job advancement and viable execution of the job Akkermans, et al. [54]. Akkermans, et al. [54] recommended personal

resources, for example, competencies impact a worker's extent of engagement. Their discoveries demonstrated a noteworthy relationship exists between job resources, career competencies, and work engagement.

2.6. Purpose of Study

The purpose of study is to investigate the relationship of benefits, work culture and career development with employee engagement and work commitment.

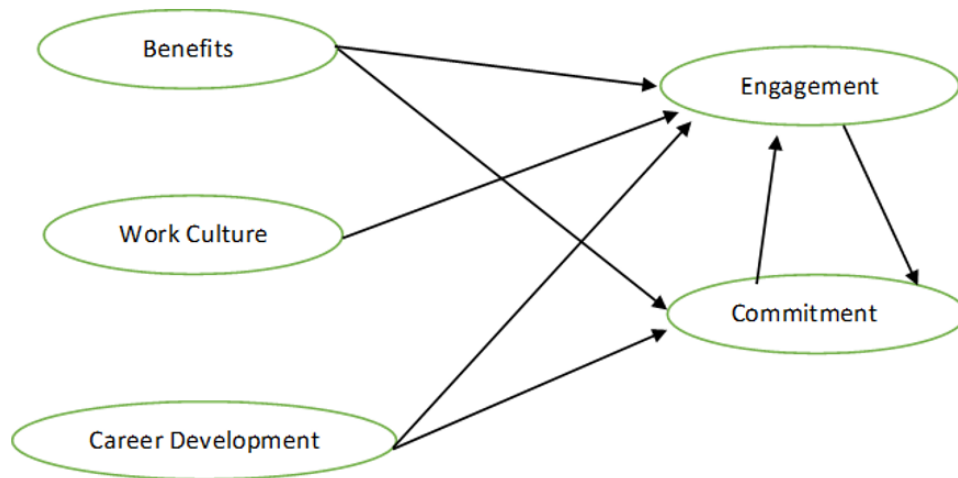


Figure 1.
Research Framework Model.

The relation between engagement and commitment would let us know if there, actually, exists any inverse dependency among each other. The survey findings would show the relationship between work culture, benefits and career development with engagement and commitment.

Commitment with the organization also contribute in career satisfaction which helps in increasing their further advancement. As a result of increase in Job Satisfaction and Employee Engagement, Commitment with the organization becomes strong. This research aims at analysing the factors that impact job satisfaction and employee engagement and how much they are influenced by work commitment.

2.7. Scope of Study

This study attempts to provide inputs in the current research by investigating the effects of different elements of total rewards pie on Job satisfaction and also the relation between employee engagement and work commitment.

The study could provide assistance to managers and higher authorities for effective communication to the employees regarding the benefits, rewards or any other changes required to foster job satisfaction and also provides an effective way to manage internal issues (in case they arise because of issues related to rewards etc.) with colleagues from other departments in organizations as well.

2.8. Limitations in Previous Studies

1. The first limitation of previous studies is its research design. It was based on a cross-sectional design and measured the variables at a single point in time. Therefore, it does not consider any changes in the variables over time including employee engagement and organizational commitment.
2. The second limitation was that the sample was selected based on a nonprobability sampling method, quota, and convenience sampling, which may not be representation of total population.
3. The third limitation was that the previous studies were conducted on sectors whether private and public and industry like banking industry, hospitality industry, service industry, manufacturing industry individually. So, generalized view is not obtained about the relationship between the different variables.

2.9. Research Questions and Hypothesis

2.9.1. Research Questions

RQ1: What are the factors influencing job Satisfaction?

RQ2: What is the relationship, if any, between factors of job satisfaction with employee engagement and organizational commitment?

RQ3: What is the relationship, if any, between employee engagement and organizational commitment?

2.10. Hypotheses

H₁: Benefits will be positively related to Organizational Commitment.

H₂: Work Culture will be positively related to Organizational Commitment.

H₃: Career Development will be positively related to Organizational Commitment.

H₄: Benefits will be positively related to Employee Engagement.

H₅: Work Culture will be positively related to Employee Engagement.

H₆: Career Development will be positively related to Employee Engagement.

H₇: Employee Engagement will be positively related to Organizational Commitment.

3. Methodology

3.1. Sample

The study was led among the representatives from the IT organizations, manufacturing organizations, educational institutions from both private and public sector in order to get the summed-up view about the job satisfaction, employee engagement and work commitment which were missing in previous studies as the previous study done in this field was performed on the employee from single industry.

The study consisted of the questionnaire of 30 items that measured the 5 variables in focus: Benefits, Work Culture, Career Development, Employee Engagement and Organizational Commitment.

The survey was designed from consolidating approved proportions of the considerable number of factors in the examination model. The questionnaire was sent to approx. 200 employees working in the different organizations in different sectors. A total of 127 responses were collected (response rate 60% approx.). The questionnaire was prepared in the form of google form and circulated on social networking app (LinkedIn) and messengers (WhatsApp).

After the required no. of responses were received, the form was closed for entries and responses were collected into an Excel sheet for fundamental information screening. The sheet was checked for the missing information, however since a large portion of the questions were set as compulsory on the google form, no missing cell were found. Next, the information was investigated to check for unengaged responses. These are the responses where every item has a similar rating in light of the fact that the individual filling the survey was not engaged with the survey. So as to check this, the items were checked for the standard deviation and the items with under 0.3 standard deviation were eliminated. Six responses were rejected.

Since the questions were altogether constrained and obliged, no exceptions were found in the items, age, or experience in the organization. The data was moved to IBM SPSS version 21 for checking reliability of the items.

The items with Cronbach's alpha of 0.7 were retained as they pass the reliability test.

3.2. Measurements

The variables were measured using the following.

Table 2.

List of Variables.

Variables	Questionnaires
Benefits	Nas [55]
Work Culture	Spector [56]
Career Development	Spector [56]
Employee Engagement	Schaufeli, et al. [57]
Organizational Commitment	Mowday, et al. [58]

4. Data Analysis and Results

4.1. Descriptive Analysis

Table 3.

Descriptive Statistics Mean and Standard Deviation (N= 121).

ITEMS	N	Minimum	Maximum	Mean	Std. Deviation
Q1	121	1	7	5.02	1.50
Q2	121	1	7	5.25	1.59
Q3	121	1	7	6	1.62
Q4	121	1	7	4.39	1.88
Q5	121	1	7	4.85	1.75
Q6	121	1	7	4.84	1.71
Q7	121	1	7	4.90	1.39
Q8	121	1	7	4.94	1.55
Q9	121	1	7	4.94	1.48
Q10	121	1	7	5.30	1.32
Q11	121	1	7	4.85	1.48
Q12	121	1	7	4.31	1.66
Q13	121	1	7	4.42	1.64
Q14	121	1	7	4.30	1.55
Q15	121	1	7	4.81	1.53
Q16	121	1	7	4.93	1.36
Q17	121	1	7	3.93	1.83

ITEMS	N	Minimum	Maximum	Mean	Std. Deviation
Q18	121	1	7	4.21	1.82
Q19	121	1	7	5.17	1.45
Q20	121	1	7	4.73	1.60
Q21	121	1	7	5.17	1.45
Q22	121	1	7	5.02	1.51
Q23	121	1	7	3.75	1.73
Q24	121	1	7	4.75	1.52
Q25	121	1	7	5.08	1.52
Q26	121	1	7	4.86	1.43
Q27	121	1	7	4.35	1.45
Q28	121	1	7	4.83	1.56
Q29	121	1	7	5.19	1.50
Q30	121	1	7	4.46	1.58

4.2. Reliability Analysis

Reliability alludes to the degree to which a scale produces consistent or steady results, if the measurements are rehashed various no. of times. The analysis of reliability is known as reliability analysis. Reliability analysis is determined by obtaining the proportion of systematic variation in a scale, which can be done by determining the association between the scores obtained from different administrations of the scale. Thus, if the association in reliability analysis is high, the scale yields consistent results and is therefore reliable.

Table 4.

Reliability test.

Variables	Cronbach's Alpha	Number of Items
Benefits	0.721	5
Work Culture	0.842	5
Career Development	0.876	5
Employee Engagement	0.884	8
Organizational Commitment	0.916	7

Inference: Reliability of the items under every variable were tried on SPSS and it was discovered that the Cronbach's Alpha was well over the 0.7 edge. Thus, the instrument can be viewed as reliable for different uses.

Cronbach's Alpha is a measure of internal consistency, that is, how closely related a set of items are as a group

4.3. Correlation

Correlation is a statistical technique that can indicate whether and how emphatically pairs of variables are connected.

The main result of correlation is called the correlation coefficient (or "r"). It ranges from - 1.0 to +1.0. The closer r is to +1 or - 1, the more intently the two factors are connected.

On the off chance that r is near 0, it implies there is no relationship between the factors. In the event that r is positive, it implies that as one variable gets bigger other gets bigger. On the off chance that r is negative it implies that as one gets bigger, other gets smaller (often called an "inverse" correlation).

While correlation coefficient is typically announced as $r =$ (a value between - 1 and +1), squaring them makes then clearer. The square of the coefficient (or r square) is equivalent to the percent of the variation in one variable that is identified with the variation in the other. In the wake of squaring r, overlook the decimal point. A r of 0.5 means 25% of the variation is connected ($0.5 \text{ squared} = 0.25$). A r estimation of 0.7 means 49% of the variance is connected ($0.7 \text{ squared} = 0.49$).

A correlation report can likewise demonstrate a second result of each test – statistical significance. For this situation, the significance level will reveal to you how likely it is that the correlation reported might be because of chance as arbitrary sampling error.

Inference: From the above table, it can be observed that Career development is strongly positively related to Organizational Commitment and Employee Engagement. Work Culture also shows a significant relationship with Employee Engagement and organizational Commitment. Benefits doesn't show significant relationship with Employee Engagement and Organizational Commitment. The positive relationship between Career development and Organizational Commitment shows that as the Career Development opportunities increases within the organization the commitment tends to be more effective. One of the interesting inferences which can be taken from table is that Employee Engagement has a strong positive relationship with Organizational Commitment indicating that more the employee engagement in the organization, more the employee remains committed towards an organization.

Table 5.
Correlation Analysis.

Correlations		Benefits	Work Culture	Career Development	Employee Engagement	Organizational Commitment
Benefits	Pearson Correlation	1	0.520**	0.471**	0.296**	0.436**
	Sig. (2-tailed)		0.000	0.000	0.001	0.000
	N	121	121	121	121	121
Work Culture	Pearson Correlation	0.520**	1	0.616**	0.597**	0.617**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000
	N	121	121	121	121	121
Career Development	Pearson Correlation	0.471**	0.616**	1	0.645**	0.728**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000
	N	121	121	121	121	121
Employee Engagement	Pearson Correlation	0.296**	0.597**	0.645**	1	0.806**
	Sig. (2-tailed)	0.001	0.000	0.000		0.000
	N	121	121	121	121	121
Organizational Commitment	Pearson Correlation	0.436**	0.617**	0.728**	0.806**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	121	121	121	121	121

Note: **. Correlation is significant at the 0.01 level (2-tailed).

4.4. Regression Analysis

Regression is a statistical measure used in finance, investing and other disciplines that endeavours to decide the quality of the relationship between one dependent variable (usually denoted by Y) and a progression of other changing factors (known as independent variables). Regression helps investing and financing administrators to value assets and understand the relationship between variables, such as commodity prices and the stocks of businesses dealing in those commodities.

In statistical modelling, regression analysis is a set of measurable procedures for evaluating relationship among factors. It incorporates numerous methods for modelling and examining a few factors, when the emphasis is on the relationship between a dependent variable and at least one independent variables (or indicators). All the more explicitly, regression analysis encourages one see how the typical value of the dependent variable (or 'criterion variable') changes when any one of the independent variables is varied, while the other independent variables are held fixed.

4.4.1. Regression Analysis between Benefits, Work Culture, Career Development and Employee Engagement

Table 5.
Coefficients Table.

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
Model		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.385	0.403		3.439	0.001	0.587	2.182
	Benefits (X ₁)	-0.122	0.082	-0.118	-1.488	0.139	-0.285	0.040
	Work Culture (X ₂)	0.372	0.090	0.366	4.120	0.000	0.193	0.551
	Career Development (X ₃)	0.440	0.080	0.476	5.535	0.000	0.283	0.598

Note: a. Dependent Variable: Employee Engagement

So, the final Regression Equation is:

$$\text{Employee Engagement (Y1)} = 1.385 - 0.122(X_1) + 0.372(X_2) + 0.44(X_3)$$

Table 6.
ANOVA Test.
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	82.938	3	27.646	37.543	0.000 ^b
	Residual	86.156	117	0.736		
	Total	169.094	120			

Note: a. Dependent Variable: Employee Engagement.

b. Predictors: (Constant), Career Development, Benefits, Work Culture.

Table 7.
Model Summary.

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	0.700 ^a	0.490	0.477	0.858124	0.490	37.543	3	117	0.000	1.869

Note: a. Predictors: (Constant), Career Development, Benefits, Work Culture

b. Dependent Variable: Employee Engagement

4.4.2. Regression Analysis between Benefits, Work Culture, Career Development and Organizational Commitment

Table 8.
Coefficients Table.

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	0.805	0.381		2.114	0.037	0.051	1.559
	Benefits (X ₁)	0.047	0.078	0.044	0.611	0.542	-0.106	0.201
	Work Culture (X ₂)	0.269	0.085	0.255	3.151	0.002	0.100	0.438
	Career Development (X ₃)	0.529	0.075	0.550	7.027	0.000	0.380	0.678

Note: a. Dependent Variable: Organizational Commitment.

So, the final Regression Equation is:

$$\text{Organizational Commitment (Y}_2\text{)} = 0.805 + 0.047(\text{X}_1) + 0.269(\text{X}_2) + 0.529(\text{X}_3)$$

Table 9.
ANOVA Test.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	105.158	3	35.053	53.199	0.000 ^b
	Residual	77.091	117	0.659		
	Total	182.249	120			

Note: a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Career Development, Benefits, Work Culture.

Table 10.
Model Summary.

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	0.760 ^a	0.577	0.566	0.81172368	0.577	53.199	3	117	0.000	2.222

Note: a. Predictors: (Constant), Career Development, Benefits, Work Culture.

b. Dependent Variable: Organizational Commitment.

4.4.3. Regression Analysis between Employee Engagement and Organizational Commitment

Table 11.
Coefficients Table.

Coefficients^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	0.927	0.268		3.456	0.001	0.396	1.457
	Employee Engagement	0.837	0.056	0.806	14.871	0.000	0.726	0.949

Note: a. Dependent Variable: Organizational Commitment.

So, the final Regression Equation is: Organizational Commitment (Y2) = 0.927 + 0.837 Employee Engagement (Y1)

Table 12.
ANOVA Test.

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	118.491	1	118.491	221.154	0.000 ^b
	Residual	63.758	119	0.536		
	Total	182.249	120			

Note: a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Employee Engagement

Table 13.
Model Summary.

Model Summary^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	0.806 ^a	0.650	0.647	0.73197245 5931743	0.650	221.154	1	119	0.000	2.012

Note: a. Predictors: (Constant), Employee Engagement.

b. Dependent Variable: Organizational Commitment.

5. Discussion

5.1. Hypothesis 1

The Correlation Analysis and Regression Analysis reveals that Benefits has no significant relation with Organizational Commitment. This is not in line with the previous literature I read as in most of the previous papers research was done considering the views of employees from the private organizations but in this paper views of employees from the organizations under public sector is also considered and the result turn out to be different. As of today, for employees there are various other factors more important than benefits. So, the Hypothesis H1 is rejected.

5.2. Hypothesis 2

The Correlation Analysis and Regression Analysis reveals that Work Culture and Organizational Commitment are positively correlated. This is in line with the literature that better the work environment or the nature of the work, more the employee remains committed towards an organization. Thus, we can say that as the work environment improves within the organization a certain amount can definitely lead to the improvement of commitment of employees towards an organization and can be considered as the effective factors for company's growth and development. So, the Hypothesis H2 saying there is a positive relationship between work culture and organizational commitment is accepted.

5.3. Hypothesis 3

The Correlation Analysis and Regression Analysis reveals that Career Development and Organizational Commitment are positively correlated. This is in line with most of the available literature that justifies that more the career development opportunities employee gets in an organization, less the chances of talent mobility. Many companies have started investing in the most important and valued employees to prevent the chances of talent mobility as every company wants to keep the valued employees with them. The other important point which came out is that if the company reinforces skill acquisition employee responses by showing high level of commitment. So, the Hypothesis H3 is accepted.

5.4. Hypothesis 4

The Correlation Analysis and Regression analysis reveals that Benefits and Employee Engagement are not significantly correlated. Hence the Hypothesis H4 is rejected.

5.5. Hypothesis 5

The Correlation Analysis and Regression analysis reveals that Work Culture and Employee Engagement are positively correlated. Hence, researcher accepts the Hypothesis H5. This is in line with most of the available literature that better the work culture including the attitude of senior management towards junior management, better will be the employees feel engaged in an organization.

5.6. Hypothesis 6

The Correlation Analysis and Regression analysis reveals that Career Development and Employee Engagement are positively correlated. Hence, researcher accepts the Hypothesis H6. In most of the companies where employees are engaged and develop the better institutional knowledge which can be further shared with the employees increases the chances of more career growth opportunities within the organization.

5.7. Hypothesis 7

The Correlation Analysis and Regression analysis reveals that Employee Engagement and Organizational Commitment are significantly correlated. Hence, researcher accepts the Hypothesis H7. This is in line with most of the available literature that justifies that better the employee engagement, more will be the employees remain committed towards as organization. As we know if the employees are well engaged with their work and committed towards their organization it will provide a competitive edge to the company including higher productivity and low employee turnover.

Table 14.
Result of Hypothesis Testing.

Hypothesis	Result
H1	Rejected
H2	Accepted
H3	Accepted
H4	Rejected
H5	Accepted
H6	Accepted
H7	Accepted

6. Conclusion

As per the analysis, when the work culture, work environment, nature of the work and Career development opportunities are at par in an organization, employees feel much more engaged in the organization which also increases their commitment level towards their respective organizations. The different factors of Employee engagement are leadership, employee communication, organizational communication, and the involvement of employees in projects and strategic decision making at their respective level. So, in this study through Person's Correlations coefficient and Regression analysis, it can be concluded that employee engagement also plays a major role in creating a sense or feel of commitment within the employees towards an organization which also prevent talent mobility from one organization to other organization as today organizations and firms spend lots of money in the training and development of employees. So, retaining those employees is very important which can be achieved by good work environment, more career development opportunities and a better employee engagement policies. Doing so will surely provide a competitive edge to the organizations and helps in increasing their productivity.

7. Limitations of Study

A study like this cannot be conducted smoothly through out. This study involves the responses from the employees who had work allotted to them and therefore were not willing to waste their time on answering questions regarding their work. It was also not easy to make them understand the relevance of the study, there is always some scope of misinterpretation of the questionnaires given to be filled from employees of the various organizations. Though the questionnaires had been pretested and feedback of different people had been taken into consideration, there is always some scope that the statements in the questionnaire may not have been understood by some people in the sense in which it was intended.

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