Supportive Organizational Context and Employee Commitment: the case of Information Technology Companies

Prakash Shrestha[1], and Makshindra Thapa[2]

[1]Associate Professor, Nepal Commerce Campus,

Faculty of Management, Tribhuvan University, Kathmandu, Nepal

[2]Lecturer, Patan Multiple Campus, Faculty of Management, Tribhuvan University, Lalitpur, Nepal

_____

ABSTRACT

This study explores key factors of supportive organizational context that enhance employee commitment. A qualitative research approach is used to gather data. Data was gathered from employees in 15 information technology (IT) companies in Nepal, ranging from senior IT professionals to entry-level personnel. 60 employees (34 men and 26 women) took part in the discussion. They discussed several themes related to organizational context that affect employee commitment. The results show that IT professionals were found aware of a variety of factors that support creating and enhancing employee commitment. They include trust and transparency, recognition and reward systems, personal values and organizational alignment, safety and work conditions, organizational culture, fair treatment and equity, support services and resources, leadership influence, interpersonal relationships at work, and employee autonomy and empowerment. Together, these factors form a complete work environment where employees feel valued, inspired, and in alignment with the goals and core values of the company. Thus, today's companies need to create a strong and supportive organizational context in order to boost employee commitment. They must focus on the efficient use of human capital and foster an atmosphere that inspires employees to become devoted and committed.

Key Words: Employee commitment, Information technology companies, IT professionals, Supportive organizational context.

_____

1. INTRODUCTION

Supportive organizational context refers to a supportive work environment where employees are happy and motivated to perform well. Such context creates a positive work behavior with them. In order to promote the best professionals, many studies have noted that maintaining the learning culture and creating a better working environment are essential [1]. Employers must have a supportive organizational context in order to sustain desired development and revenues [2]. Research indicates that over 80% of employees want to work in healthy and supportive workplaces [3]. Therefore, offering a supportive work environment and organizational context is becoming crucial for keeping skilled employees [1] [4]. Such context supports enhancing employee commitment and other work-related positive outcomes.

Employee commitment, also known as organizational commitment, is the degree to which an individual identifies with and participates in a particular organization. It is an emotional response to the behaviors, morals, and attitudes of the staff [5] [6]. It is a psychological state that indicates how attached an employee is to their employer [7]. It creates a positive relationship between employees and employers [8]. It is frequently linked to the degree of devotion a worker has to their employer, the enjoyment they derive from their work and their willingness to stay with the company [9] [10]. Employee commitment affects a variety of behavioral outcomes and can be viewed as an attitude, a driving force, or a set of behavioral intents [11]. Committed employees are individuals who feel their businesses will always provide them with opportunities to advance in their careers and who share similar values and beliefs [12]. As a result, when people adopt this belief, they stick around and are more likely to strengthen their ties to the company, especially if they are looking to advance. Supervisors are constantly looking for methods to increase worker dedication and provide more competitive advantages [13]. Thus, employee commitment concept is thought to be useful for creating

an organization's blueprint and for forecasting employee behavior [14]. A high level of commitment is essential as it can lead to several favorable consequences for the organization.

Understanding employee commitment and a supportive organizational context is essential in the fiercely competitive and quickly expanding field of information technology (IT). It enables IT firms to comprehend the factors that influence IT professionals' long-term retention and loyalty. Employee commitment typically results in increased levels of motivation and productivity, which improves company performance as a whole. Higher-quality work products might result from a supportive organizational context since employees will feel empowered and respected. Employee innovation and risk-taking are encouraged in a supportive organizational context, which is important in the IT industry where rapid technological developments occur. Better collaboration and knowledge exchange are encouraged in a supportive organizational context, which results in creative solutions and ongoing development. Companies in the IT sector have to react fast to developments in technology. Employees who work in a supportive atmosphere are better able to adjust to change and maintain their resilience. It promotes ongoing learning and improvement of skills, keeping knowledge current with developments in the field. Therefore, studies on such issues offer insights that can guide leadership plans, HR regulations, and general organizational development initiatives. Therefore, this study explores key factors of supportive organizational context that enhance employee commitment.

2. LITERATURE REVIEW

2.1 Supportive Organizational Context

A supportive organizational context is a setting that encourages productivity, engagement, and well-being among employees. It helps create an environment where employees feel appreciated, respected, and free to give their best work [15]. It shows a general understanding of how much an organization values the welfare and contributions of its workers [16]. Positive work attitudes and a sense of belonging to the organization are typically increased in an organizational culture that is very supportive, which eventually improves work engagement [17]. Additionally, extra-role activity and the development of reciprocal attitudes toward the organization are positively impacted by organizational support [18].

Fostering employee well-being, motivation, productivity, and commitment requires a supportive organizational environment. In order to ensure that employees feel appreciated, respected, and prepared to carry out their responsibilities efficiently, a number of important components come together to create such an environment. Prior research identifies key factors of a supportive organizational context. Inclusive culture [19], transformational leadership [20], trust and transparency [21], wellness programs [22], fair treatment [23], non-discriminatory practices [24], positive work relationships [25], safe and healthy work conditions [26], support services [27], resources and tools [28], and   supervisory behaviour [29].

2.2 Employee Commitment

Employees provide organizations with a significant source of competitive advantage [30] [31] [32]. Thus, companies must focus on the efficient use of human capital and foster an atmosphere that inspires employees to become devoted and committed to the operations of the company.

There should be psychological connections between a company and its employees. This psychological connection is shown in their commitment to the organization [33]. Thus, this commitment highlights how crucial it is to bind the member to the organization and to actions that are crucial to the commitment's goal [34]. This commitment could have different roots. [7] propose a three-component model of such commitment. It is the willingness of an employee to work hard for the good of the company, to stay with it, and to accept its main objectives and values [35]. Studies point out that affective commitment, continuance commitment, and normative commitment are the three elements that makeup employee commitment [6].

Attachment Component: It is an affective commitment that involves an employee's emotional connection to the company. Employees who exhibit great affective commitment experience a sense of purpose and connection to the organization's goals and values. They actually want to stay with the organization, which is why they do. Encouragement from coworkers, rewarding work environments, and a strong company culture are often the main sources of affective commitment.

Continuance Commitment: This commitment is predicated on the expenses employees bear when they leave the company. This dimension captures the perceived social and economic costs of leaving, like the disruption of social networks, job security, and benefits. Due to the significant personal cost of quitting, workers with strong continuation commitment feel compelled to stay with the company. The absence of suitable alternatives for employment and the monetary or social investments made in the current company are factors that influence continuation commitment [7].

Normative Commitment: It is a measure of an employee's sense of duty to stick with the company. This dimension stems from the belief that remaining is the morally or ethically correct course of action. High normative commitment employees stick around because they believe they owe it to the company, either because of loyalty or personal ideals, or because the company has made investments in their professional growth. Normative commitment can be reinforced by organizational cultures and socialization procedures that value moral behavior and loyalty [36].

3. RESEARCH METHODS

A qualitative research approach is used to gather data. It is believed that such an approach offers valuable insights for improving organizational context and employee commitment by providing an in-depth understanding of the factors influencing employee commitment and the organizational context.

Data was gathered from employees in 15 information technology (IT) companies in Nepal, ranging from senior IT professionals to entry-level personnel. 60 employees (34 men and 26 women) took part in discussion. They discussed several themes related to supportive organizational context that affect employee commitment. The key themes include:

- Employee autonomy and empowerment
- Experiences with organizational culture
- Fair treatment and equity
- Interpersonal relationships at work
- Leadership influence
- Personal values and organizational alignment
- Recognition and reward systems
- Safety and work conditions
- Support services and resources
- Trust and transparency

These themes were developed as a result of a thorough review of the academic literature and publications regarding employee commitment and organizational context. It was promised to the participants that neither their names nor the names of their respective companies would appear in the results that were released. This allowed them to openly talk about their experiences without worrying about negative feedback. The important viewpoints of the participations are presented *italicized* form in the next section.

4. RESULTS AND DISCUSSION

IT professionals were found aware of a variety of factors of supportive organizational context that support creating and enhancing employee commitment. Table 1 presents the major factors influencing employee commitment along with a relative ranking of each.

Table 1. Key Factors Creating and Enhancing Employee Commitment

S.N.	Themes	N	Agreed %	Rank
1	Employee autonomy and empowerment	45	75	10
2	Organizational culture	56	93.33	5
3	Fair treatment and equity	54	90	6
4	Interpersonal relationships at work	50	83.33	9
5	Leadership influence	51	85	8
6	Personal values and organizational alignment	57	95	3
7	Recognition and reward systems	58	96.67	2
8	Safety and work conditions	57	95	4

| 9 | Support services and resources | 53 | 88.33 | 7 |
| 10 | Trust and transparency | 59 | 98.33 | 1 |

The majority of IT professionals agreed that trust and transparency are very important factors for creating employee commitment. One of the IT professionals said *"trust and transparency serve as the cornerstones around which reliability and transparency are constructed in our company. When we have confidence in our leaders and think that organizational procedures are transparent and clear, we are more likely to fully participate and feel at ease in our roles and responsibilities".* It suggests that employees feel safer and appreciated when they have faith in their superiors and believe that information is delivered honestly. Since employees are less likely to feel misinformed or kept in the dark, transparency promotes an honest and ethical culture that strengthens commitment.

According to IT professionals, recognition and reward systems also matter a lot for creating commitment. They said that *"recognition and rewards inspire us and validate our contributions, giving us a sense of worth and appreciation".* This implies that employees are more likely to remain committed to the company if they believe their efforts are valued and appreciated. This high ranking highlights how crucial positive reinforcement is to preserving commitment and enthusiasm.

When discussed with the IT professionals, they also agreed that personal values and organizational alignment also matter a lot in creating a sense of commitment. They agreed that *"we get a sense of purpose and belonging when our personal values align up with those of the company".* It demonstrates employees find fulfillment in their work and a sense of alignment with their morals and values, which greatly increases their commitment to the company.

The results indicate that safety and work conditions are also important for creating employee commitment at work. The IT professionals agreed that "*positive work environments cause us to feel more satisfied with our jobs and experience less stress. They strengthen our dedication as an organization. For us to stay focused and productive, we need to feel protected both physically and mentally".* This suggests that secure and comfortable working environments are essential since they have a direct effect on employee well-being.

In a similar vein, organizational culture is also an important matter for employee commitment. The IT professionals said, *"we are more inclined to feel devoted to an organization when we identify with its culture".* This implies that a strong, uplifting company culture can foster a feeling of belonging and purpose. Respect, cooperation, and involvement are all encouraged in a positive culture. Employee commitment to the company is more likely when they identify with the organizational culture.

Encouraging commitment at work requires a culture that is free from discrimination and promotes trust. In this regard, the majority of IT professionals agreed that *"our likelihood of becoming committed to the organization increases when we believe that we are being treated equally, regardless of our history or position".* It suggests that high morale and increased employee commitment can result from perceived justice at work.

Support services and resources are also required for maintaining employee commitment in an organization. In this regard, IT professionals said that *"we can do our work well when we have access to resources and support services. When we have the tools and resources we need to feel supported, we can work more productively and with less irritation, which increases commitment".* This implies that having the right equipment and resources is essential for employees to do their jobs well. When employees have access to the tools, resources, and assistance they need, their productivity increases and their commitment is strengthened.

Establishing the direction and tone of an organization requires effective leadership. In this regard, IT professionals also agreed that *"leaders that encourage, mentor, and support their staff have a great impact on their commitment to work. On the flip side, poor leadership can result in excessive turnover and disengagement".*

IT professionals said that *"good relationships among co-workers increase an employee's likelihood of enjoying their work and feeling a sense of commitment to the company. Workplace camaraderie and friendships can improve commitment and job happiness".* This implies that good interpersonal relationships also foster a cooperative and encouraging work atmosphere, which eventually raises employee commitment.

Autonomy and empowerment are also important for employee commitment. The IT professionals mentioned that *"we feel more accountable and committed to our jobs and projects when we are allowed to make choices and take responsibility for our efforts"*. This suggests that autonomy and empowerment also play significant roles in fostering employee commitment. Employees who enjoy autonomy are free to choose their own work procedures and techniques. This gives them a greater sense of ownership and control over their work, which considerably boosts their motivation and job happiness. Employees who believe their needs and preferences are honored are more likely to be committed to their company.

5. CONCLUSION

This study explores ten key factors of supportive organizational context that enhance employee commitment. The most important elements influencing organizational commitment are trust and transparency. Employees appreciate an atmosphere where knowledge is freely exchanged and they can rely on their superiors and fellow workers. Recognition and reward systems rank as the second most important factor. When their efforts and accomplishments are properly recognized and rewarded, employees feel more devoted. One's personal ideals and those of the organization must coincide. Employee commitment is higher when they perceive that the organization shares their values. High rankings are also given to safety and work conditions. For employees to stay committed to the company, they must feel safe and have comfortable working conditions. One important component that creates a sense of community and belonging within the organization is a positive organizational culture.

Organizational culture is also an important element that promotes a sense of community and belonging within the organization. Employee commitment requires equity and fair treatment in the workplace. Employees must believe they are receiving impartial and equitable treatment. Their commitment is increased when they have access to resources and support services that help them do their jobs well. Another important consideration is the impact of leadership. The impact of exemplary and motivating leadership on employee commitment can be substantial. Increased employee commitment is a result of positive interpersonal interactions and a nurturing work environment. Although they are not as essential as other aspects, employee autonomy and empowerment nevertheless matter. Giving workers decision-making authority might increase their commitment. Together, these factors form a complete work environment where employees feel valued, inspired, and in alignment with the goals and core values of the company. Thus, today's companies need to create a strong and supportive organizational context in order to boost employee commitment.

REFERENCES

1. Naz, S., Li, C., Nisar, Q. A., Khan, M. A. S., Ahmad, N., & Anwar, F. (2020). A study in the relationship between supportive work environment and employee retention: role of organizational commitment and person–organization fit as mediators. *Sage Open*, *10*(2). https://doi.org/10.1177/2158244020924694

2. Luthans F., Norman S. M., Avolio B. J., Avey J. B. (2008). The mediating role of psychological capital in the supportive organizational climate—employee performance relationship. *Journal of Organizational Behavior*, 29(2), 219–238.

3. Guchait P., Cho S. (2010). The impact of human resource management practices on intention to leave of employees in the service industry in India: The mediating role of organizational commitment. *The International Journal of Human Resource Management*, *21*(8), 1228–1247.

4. Ghosh P., Sahney S. (2011). Impact of organizational sociotechnical system on managerial retention. *Journal of Modelling in Management*, *6*(1), 33–59.

5. Mowday, R. T., Porter, L. W., & Steers, R.M., (1982). *Employee-organization linkages: the psychology of commitment, absenteeism and turnover*. New York: Academic Press.

6. Shrestha, P., & Pradhan, G.M. (2023). Perceptions of organizational commitment in nepalese insurance companies and commercial banks. *SMS Journal of Entrepreneurship & Innovation, 10*(1), 1-12. https://doi.org/10.21844/smsjei.v10i01.30001.

7. Meyer, J.P., & Allen, N.J. (1997). *Commitment in the Workplace: Theory, Research, and Application*. Thousand Oaks: Sage Publications.

8.   Rehman, S., Shareef, A., Mahmood, A., & Ishaque, A. (2012). Perceived leadership styles and organizational commitment. *Interdisciplinary Journal of Contemporary Research in Business, 4*(1), 616-626.

9.   Shrestha, P. (2016). *Organizational justice and employee work outcomes in service sector of Nepal*. Kathmandu: Tribhuvan University.

10.   Dey, T. (2012) Predictors of Organizational Commitment and Union Commitment: A Conceptual Study. *IUP Journal of Organizational Behavior*, *11*(4), 62-75.

11.   Gould-Williams, J. (2007). HR practices, organizational climate and employee outcomes: evaluating social exchange relationships in local government. *International Journal of Human Resource Management, 18*, 9, 1627– 1647.

12.   Mowday, R.T., Steers, R.M., & Porter, L.X. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior, 14*, 224– 247.

13.   He, Y., Lai, K.K., & Lu, Y. (2011). Linking organizational support to employee commitment: evidence from hotel industry of China. *The International Journal of Human Resource Management, 22*(1), 197–217.

14.   Tao, M., Takagi, H., Ishida, M., & Masuda, K. (1998). A study of antecedents of organizational commitment. *Japanese Psychological Research, 40*(4), 198–205.

15.   van der Lippe, T., & Lippényi, Z. (2020). Beyond Formal Access: Organizational Context, Working From Home, and Work-Family Conflict of Men and Women in European Workplaces. *Social indicators research*, *151*(2), 383–402. https://doi.org/10.1007/s11205-018-1993-1

16.   Park J, & Kim J. (2024). The relationship between perceived organizational support, work engagement, organizational citizenship behavior, and customer orientation in the public sports organizations context. *Behavioral Sciences*, *14*(3), 153. https://doi.org/10.3390/bs14030153

17.   Zacher, H., & Winter, G. (2011). Eldercare demands, strain, and work engagement: The moderating role of perceived organizational support. *Journal of Vocational. Behavior, 79*, 667–680.

18.   Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology, 87*, 698–714.

19.   Shore, L. M., Randel, A. E., Chung, B. G., Dean, M. A., Ehrhart, K. H., & Singh, G. (2011). Inclusion and diversity in work groups: a review and model for future research. *Journal of Management, 37*(4), 1262-1289.

20.   Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership.* Thousand Oaks: Sage Publications.

21.   Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of Management Review, 20*(3), 709-734.

22.   Parks, K. M., & Steelman, L. A. (2008). Organizational wellness programs: a meta-analysis. *Journal of Occupational Health Psychology, 13*(1), 58-68.

23.   Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: a meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology, 86*(3), 425-445.

24.   Cortina, L. M. (2008). Unseen injustice: incivility as modern discrimination in organizations. *Academy of Management Review, 33*(1), 55-75.

25.   Chiaburu, D. S., & Harrison, D. A. (2008). Do peers make the place? Conceptual synthesis and meta-analysis of coworker effects on perceptions, attitudes, OCBs, and performance. *Journal of Applied Psychology, 93*(5), 1082-1103.

26. Quick, J. C., & Tetrick, L. E. (2011). *Handbook of occupational health psychology*. America: American Psychological Association.

27. DeFrank, R. S., & Ivancevich, J. M. (1998). Stress on the job: an executive update. *Academy of Management Executive, 12*(3), 55-66.

28. Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: state of the art. *Journal of Managerial Psychology, 22*(3), 309-328.

29. Landry, G. & Vandenberghe, C. (2009). Role of commitment to the supervisor, leader-member exchange, and supervisor-based self-esteem in employee-supervisor conflicts. *The Journal of Social Psychology, 149*(1), 5-27.

30. Shrestha, P., & Prajapati, M. (2024). Impact of strategic human resource management practices on employee retention. *The Batuk*, *10*(1), 55–71. https://doi.org/10.3126/batuk.v10i1.62298

31. Shrestha, P., & Prajapati, M. (2023). Strategic human resource management practices in banks and insurance companies. *NCC Journal*, *8*(1), 99–106.

32. Shrestha, P., Parajuli, D., & Adhikari, B.R. (2024). Quality of work-life situation and effectiveness of labour laws: managerial perspectives. *International Journal of Law and Management, 66*(4), 447-467. https://doi.org/10.1108/IJLMA-12-2023-0271.

33. Lovakov, A. (2014). Antecedents and Consequences of Organizational Commitment Among Russian University Teachers. *SSRN Electronic Journal*. https://doi.org/10.2139/ssrn.2552437

34. Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review, 11*(1), 299-326.

35. Herrera, J., & Heras-Rosas, C.D.L. (2021). The organizational commitment in the company and its relationship with the psychological contract. *Frontiers in Psychology, 11*, 1-17.

36. Shrestha, P. (2019). Employee commitment and organizational citizenship behavior in Nepal. *American International Journal of Business Management, 2*(12), 86-90.

* Corresponding Author: **makshindra.thapa@pmc.tu.edu.np**