

EMPLOYEE ENGAGEMENT ON ORGANIZATION COMMITMENT IN EDUCATIONAL TECHNOLOGICAL FIRMS

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Abstract

The Edu tech sector has risen to new heights due to the rapid adoption and penetration brought on by the lockdown and the impact of the pandemic. The growth has been huge, the industry suffers from challenges such as scaling up sustainably and retaining manpower. The countrywide lockdown due to the pandemic wreaked havoc across sectors and industries in the Indian market, the shutting down of schools and colleges has led to the emergence of many Edu tech products and services and a rise in adoption. The tech companies across the globe are not just innovating their products and services, but also the way the organization functions. Engagement and commitment of the employees aligned with company's goals, leaders of the organization play an important role to the company's success and to internal communication channels.

The Education Technological Industry is composed of establishments that provide online instruction and training on a wide variety of subjects. Education is one area in India where parents are willing to spend money to equip their children with the right tools for better outcomes. So to improve quality education and its reach in India more initiatives by government has been taken to enroll students in higher education allowing private firms as an online higher education platform such as Upgrad, Byjus etc. So for Private Edu tech firms it is important to engage employee at all levels to maintain and increase their organizational commitment. Engagement is really important, and more important is the targeted engagement of the right profile. For instance, you can't spam students to pay the fee, you need to know how to reach the parents effectively for that. One way to do that could be showcasing how well the child is doing on the platform and the areas he could do better, to show them why they need to continue with the platform," To help its clients with better engagement and penetration strategies, one of the edutech firm has divided its solutions into three broad categories, namely, pre & K-12 learning, online certification, and test preparation. With this specific approach, the start-up claims to have helped the edutech industry engage over 15 million learners daily, increase course completion by 27%, reactivate dormant learners by 23% and witness and uplift in paid subscriptions by 133%.

The main objective of this research paper is to assess the current level of employee engagement as well as organizational commitment in an educational technological firms. And to know what is the relationship between these two and what is the impact of employee engagement on organizational commitment in an educational technological firm. To achieve these objectives, the data was collected using an online structured questionnaire from 173 employees of an educational technological firm in Noida and Delhi. The gathered data has been analyzed using SPSS software. The findings indicate that employee engagement has a moderate positive relation with organizational commitment, educational technological firm has moderate level of Organizational Commitment as mean came out to be 33.76 also has moderate level of employee engagement as mean came out to be 32.63. These findings provide recommendations for management in an educational technological firm to make their employees more aware about the term employee engagement as well as organizational commitment by adopting effective human resource practices that could ultimately lead to increase in performance and organization competitiveness.

Key Word: Education Technological Industry, Organizational Commitment, Employee Engagement, Pandemic

INTRODUCTION

1. About the Employee Engagement

Employee Engagement basically means how much your employees are committed to your organization, to what extent they feel passionate about your organization and to what extent they are ready to put efforts into their work. It's the activity of self-attachment of the employees with their work. According to Kahn, there are two kinds of engagement that are emotional and cognitive or analytical engagement. Whereas emotional engagement means actually the sense of belongingness in which subordinates share strong bond with their supervisors as well as with their colleagues also receive fellow feeling from others in return. And, cognitive or analytical engagement means where employees show their skills, knowledge, motive, personal characteristics and abilities to perform the task assigned by their supervisor. This kind of engagement also shows to what extent employees know that to what level they have to contribute for the growth of the company.

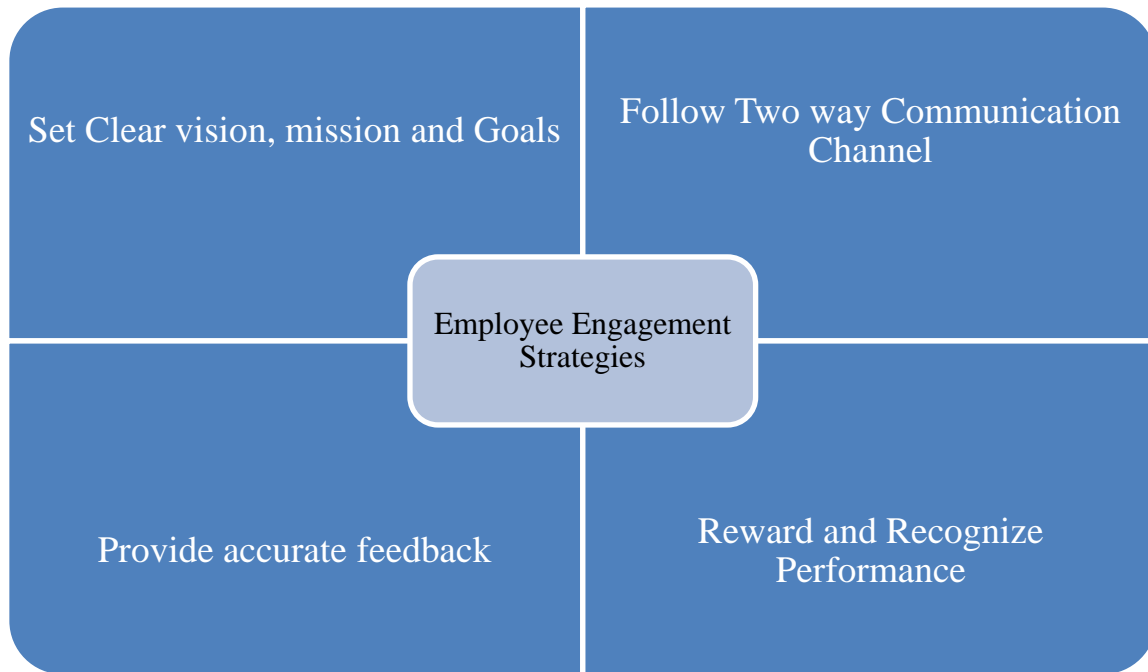
And, moreover employee engagement also evaluates or measure the job satisfaction and job involvement in their offering for the growth of business, productivity and an inner attachment to favorable outcome via development and innovation. When employees are engaged then their competencies will help to develop new products and service, processes as they want to grow with their organization and this will also help us to increase the possibility of recognizing and retaining the best talent of our organization. And will help for human resource department so that they should be more focused towards their career growth and knowledge management of employees by giving them an opportunity of continuous learning.

Gallup believe that employees take pleasure in carrying out their tasks, providing customer service and taking decisions more efficiently, putting full efforts and retaining in the organization for a longer period of time.

1.1. Strategies of Employee Engagement

When you have given the employee engagement survey and identified the aspects in which company need to improve their process, policies or procedures then the next step is to make strategy. And action that company will take will completely depend on size and budget but no matter what level therefore the solid steps that your company can tackle to improve the employee engagement.

Figure: 1.1.1



1.2. Importance of employee engagement

1. Engaged employees always boost productivity
2. It helps us to increase customer satisfaction
3. You can retain your best talent in your organization
4. It also enhances company culture and is a symptom of success.

2. ABOUT THE ORGANIZATIONAL COMMITMENT

Organizational commitment means the emotional or intellectual state that describes the relationship of an individual (employee's) with the organization and also concludes whether an employee will continue or discontinue in this organization. This definition was stated by Meyer and Allen in 1991.

It basically means to what extent employees are attached or committed towards an organization for which he is working. It plays a crucial role as it concludes that whether an employee will stay or leave the organization and he/she will work with a passion to achieve the goals of an organization. And if we get to know about the organizational commitment, it helps us to predict many attributes like employee engagement, job performance, employee satisfaction or job insecurities.

2.1. Three different component models of organizational commitment

There are three different component models of organizational commitment:

1. Affective commitment: - It means the emotional connection an employee has towards an organization he is working for. This model states that if an employee is highly attached to the organization then the probability of an employee to stay back is much higher.
2. Continuance commitment: - It means when an employee wants to stay in the organization just because they think that they have invested so much of efforts or enough energy and they also feel connected to the organization that is emotionally as well as mentally.
3. Normative commitment: - it means when an employee feels that holding back in the organization is the right thing they are doing. As they experience that they have been treated well and fairly in this organization and they don't want to take the chance of leaving the organization and struggling again.

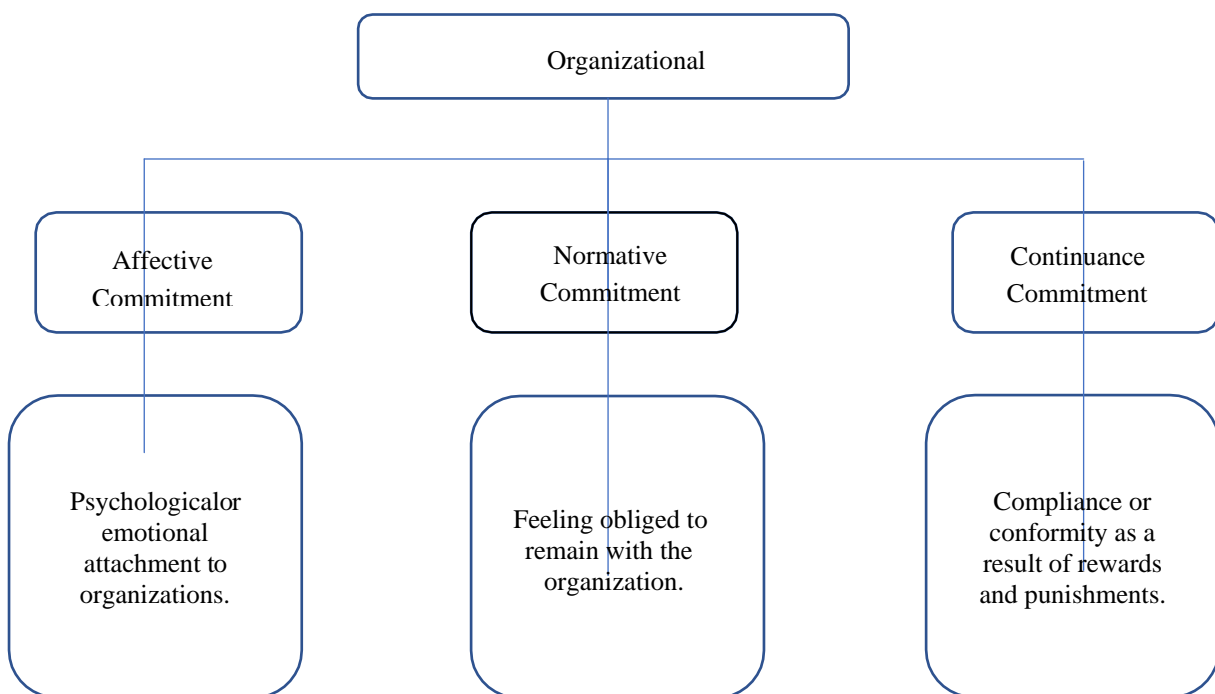


Figure: 2.1.1



Figure: 2.1.2

Source: [Organization Commitment -](#)

2.2. Strategies to improve the organizational commitment

1. Building strong teamwork: - creating a good teamwork culture promote a healthy work environment. Two employees working in an organization can never be same as they came from different backgrounds and see or perceive things differently. However, when an organization will build a strong teamwork culture then they will feel motivated and can have various different ideas from each member of the group.
2. Communicate goals and expectations one need to achieve and perform: - most of the employees wants to know that how they can be excellent in their job and what they have to achieve prior. For these objectives, one should be communicated clearly about the goals they have to achieve and what are the expectations of the organization from them.
3. Communicate openly and surely: - In today's world, no one wants to feel excluded so when an organization is transparent with their employees or tell about the figures, they feel valued and hence sense of belongingness is increased.
4. Promote positive work environment: - It means where an employee feels so happy to be a section of the organization, they feel inspired and motivated to share their opinions and openly communicate with the organization as they don't have any fear that other people might misunderstand him.

5. Build trust: - it's the situation when employees build trust among themselves as well as with their leaders so they feel motivated and also it's a positive sign for the growth and development of an organization.
6. Try to give more positive feedback: - everyone wants to feel appreciated so employees must be appreciated for whatever they are doing which will help them to increase their morale. Give time to your employees stating that when and where they are wrong or where they have to improve themselves.
7. Provide incentives: - Every supervisor should recognize the work and dedication of subordinates and offer them good incentives when they perform really well in an organization. As employees are an asset to an organization so they should be treated well and appreciated.
8. Assigning tasks: - each and every person should know that all work or tasks cannot be performed by an individual and moreover there are manpower to carry out different tasks allocated to him by his/hersupervisor.
9. Encourage creativity and innovation: - when an employee comes up with a better idea or suggestion, supervisor should consider that idea or opinion rather than discouraging him/her so that they can come up with better solutions in the future as well.

2.3. Stages of organizational commitment

1. Compliance stage: - it is a stage where employees are accepting the power of others mostly to well-being from them, either through remuneration or promotion. At this phase, behaviors are acquired not because of some beliefs but want to get certain rewards. It is basically interlinked with the level of continuance commitment where you cannot afford to leave the organization. This indicates that employees working in the organization stay just because of what they receive.
2. Identification stage: - it is a stage where employees accept the power of others in sequence to continue a pleasing self-identity relation with the organization. Every employee feels proud to be a part of an organization; they may consider the roles they are performing in the organization as part of their self-character. It is basically interlinked with the level of normative commitment where you are forced to remain in the organization from others.
3. Internationalization stage: - it is a stage where employee finds the worth of the organization to be inherently rewarding and compatible personal beliefs. It is interlinked with level of affective commitment where you want to remain in the organization as per your wish.

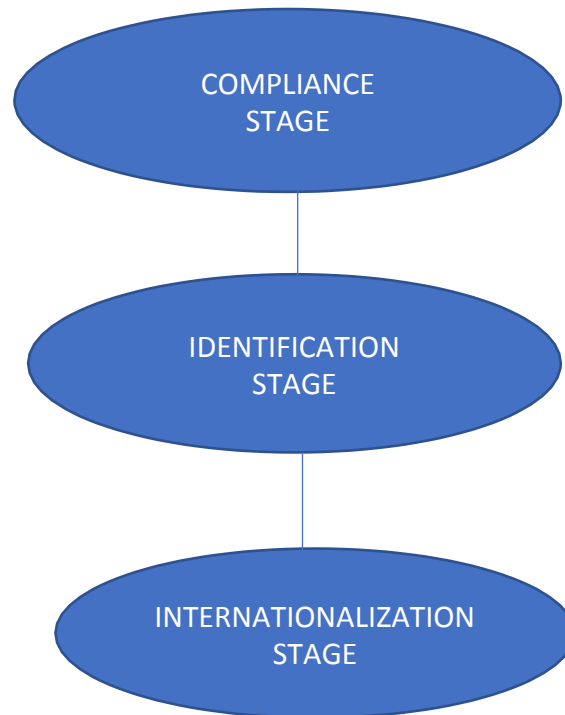


Figure:2.3.1

2.4. Relevance of organizational commitment

1. It helps us to forecast some of the employment variables such as attrition rate, job performance and company citizenship behavior.
2. It can be contrary with other employment-connected attitudes, job satisfaction and organizational identification which means to what an extent employee feels unity with their organization.
3. There are some of the factors that can be related to an employee's sense of organizational commitment that are job stress, job insecurities and empowering duties.

3. ABOUT THE EDUCATIONAL TECHNOLOGY FIRMS

The Educational Technological Industry is composed of establishments that provide instruction and training on a wide variety of subjects. So to improve quality education and its reach in India more initiatives by government has been taken to enroll students in higher education allowing private firms as an online higher education platform such as Upgrad, Byjus etc.

These firms are providing rigorous industry relevant programs designed and delivered in collaboration with world class faculty and industry using latest technology, pedagogy and services giving immersive learning experience-anytime and anywhere. Mission of these educational technology firms are building careers for tomorrow, providing opportunities to advance the professional journey and offering personalized support.

Respondents from educational technology firms has been taken to give their view in this research

LITERATURE REVIEW

The review of literature highlighted the following results as organizational commitment which is related with organizational turnover in the firm contributing to bus services [1]. There was a significant difference between job commitment and organizational commitment. Job and organizational engagement intermediated the relationship between job satisfaction and antecedents, intentions to quit, organizational commitment and organizational citizenship behavior [2]. This research mainly focuses on the meaning of employee engagement. this study, proposed 1) psychological state engagement 2) trait engagement and 3) behavior engagement and also proposed the impacts of job characteristics and leadership on behavioral and state engagement [3]. An immaterial evaluation of three dimensions' model of organizational commitment that are affective, normative and continuance commitment and suggests a standard attitude theory. It means that commitment can finest be recognized as an attitude concerning, while continuance and normative commitment are attitude concerning particular forms of behavior [4]. Research has been done to know and build the strategies around employee engagement within companies mainly focused on the growth of employee engagement [5]. The results of a research study conveyed that job satisfaction is originally forerunner to organizational commitment at both branch and employee intensity by using multilevel structured equation modelling [6]. Impact on affective commitment that are socialization practices, HR practices, organization-employee relations, interpersonal relations, organizational changes were revealed in a study [7]. The relation of 5-big personality traits to employee commitment dimensions with arbitrating part of positive and negative affective situations has been examined in one study [8]. According to this study there are three main forms of commitment affective, normative and continuance which impact organizational behavior [9]. The study revealed that there is a negative correlation between occupational stress and affective and continuance commitment [10]. It is determined in

one research the impact of authentic leadership on employee engagement through trust of the employees [11].

The sources and importance of affective organizational commitment have been studied by declaring that singles may endure affectively committed to the company after having left it. They explained the interaction between leftover and current affective commitment, accompany research on organizational outsider [12]. In every organization teamwork is pivotal to success of the organization and commitment to team is a significant forecaster of behaviors that are related to team. The study revealed that internally, there is a moderate relationship between commitment and behavior.

This research paper explores mainly the concept and main drivers of employee engagement. There are 3 main driver's communication, leadership and work-life balance [13]. The findings of the study are that human resource professionals need to act beyond the day-to-day administration of engagement surveys annually and commitment to bury engagement in human resource practice such as training and development, performance management and individual selection [14]. The results of the study convey that in an excessive unwaged environment normative and affective organizational commitment have alike behavior than in a thorough occupied environment and continuance organizational commitment increases remarkably in an excessive unwaged environment [15]. The study found that role scope, organizational support, esteem-based need satisfaction and personal importance were predicting positively affective commitment [16]. According to the study satisfaction and affective and normative commitments with reward, satisfaction with nature of work and satisfaction with promotions these all are negatively correlated with turnover. But by using multiple regression, the study revealed that normative and affective commitment and satisfaction with base salary have impact on organizational turnover [17]. The study revealed that, ethics and organizational commitment are positively correlated and job satisfaction and organizational commitment were positively correlated. Whereas, between organizational commitment and position $r = -0.288, p < 0.1$ which shows a negative correlation. The study identified that people in high position of hierarchy were less committed towards the firm. It was also found that between ethics and other demographic variables like age, position and experience; there was no significant relation [18]. They found that there is a direct inter-connection of POS perceived organizational support and loyalty of employees with engagement. And moreover women are more engaged than men in their professional life [19].

GAP ANALYSIS

This is with reference from the aforesaid review of literature related with "employee engagement and organizational commitment" reveals following factors and dimensions which have concern with impact of employee engagement on organizational commitment.

A- EMPLOYEE ENGAGEMENT

- Leadership
- Work life balance
- Psychological climate
- Performance appraisal system
- Job satisfaction

B- ORGANIZATIONAL COMMITMENT

- Affective commitment
- Continuance commitment
- Normative commitment

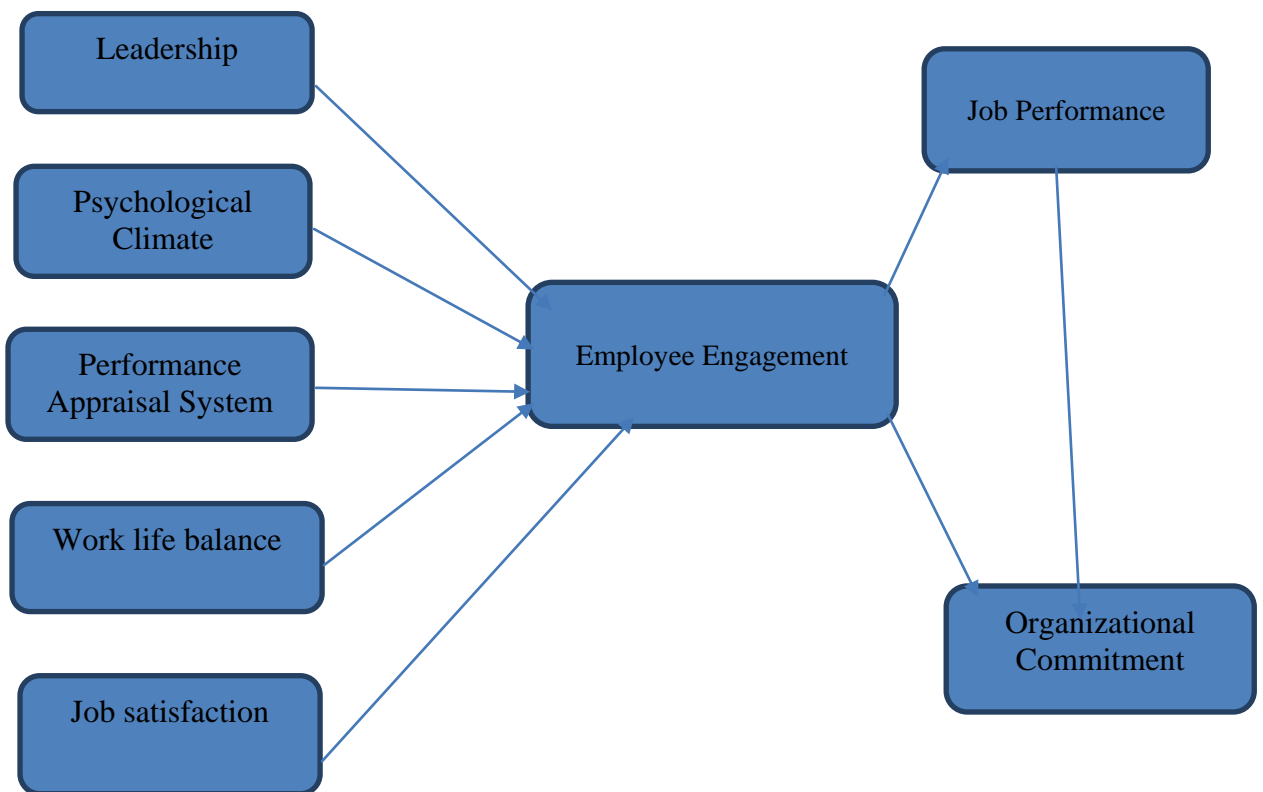


Fig 3.1 Employee Engagement

This relationship shown in fig3.1 is not researched yet in educational technology firms which are active more at present due to covid-19 with active use of digitalization.

RESEARCH METHODOLOGY

This research is an empirical study. Descriptive research design to describe the level of organizational commitment in the company and understand what is employee engagement. Causal research design to study the impact of two variables: employee engagement and organizational commitment. Sources of data was collected both from primary data and secondary data. Where, secondary data was retrieved through books related to Employee engagement and organizational commitment, from the previous related research studies & related journals and primary data was collected through structured questionnaire which are filled by the employees working in Educational Technological Sector **who fall in the age range of between 20 to 50 are selected as the population.** Out of 187 respondents, the maximum respondents fall in the age category of 20-35 years that is 103 employees and there are 84 employees who fall in the age category of 35-50 years. Out of 187 respondents, there are 155 employees who have done only graduation and rest 32 employees have done or are doing post-graduation.

In total 187 employees there are 165 male employees and the rest 22 are female employees who have filled the questionnaire. have filled this questionnaire. So, after data editing and cleaning 173 responses are taken into consideration. For this Random sampling has been used to collect the data from the employees. SPSS is used as a statistical tool to find correlation to know relationship between the two variables and regression to study the impact of independent variable employee engagement on the dependent variable organizational commitment. The statistical tools and techniques such as descriptive analysis, correlation and regression were used.

Research Objectives:

1. To examine the prevailing level of employee engagement in educational technological firms
2. To examine the prevailing level of organizational commitment in educational technological firms
3. To study the relationship between employee engagement and organizational commitment.
4. To examine the impact of employee engagement on organizational commitment.

DATA ANALYSIS AND INTERPRETATION

4.2. LEVEL OF EMPLOYEE ENGAGEMENT (Descriptive Analysis)

Table 4.2

Mean	32.63584
Standard deviation	9.624357
Variance	92.62824
Standard error	0.731726
Minimum	14
Maximum	70
Sum	5646

Source: Survey Results

Data Interpretation:

Mean value of Employee Engagement is 32.635 and standard deviation is 9.624 which conveys that education technological firms has moderate level of Employee Engagement and the firms should focus more on increasing the Engagement level through adopting some strategies and executing those strategies for retaining the potential and right employees in this competitive and dynamic environment.

Range is calculated by:

$$[\text{Mean} \pm (1.96) * \text{Standard Deviation} / \text{square root of (No. of Observation)}]$$

By calculating from the above table, the upper limit comes out to be 37.67 and the lower limit comes out to be 27.59.

Range varies from:

- 70 – 37.67: High level of Employee Engagement
- 37.67 – 27.59: Moderate level of Employee Engagement
- 27.59 – 14: Low level of Employee Engagement

4.3. LEVEL OF ORGANIZATIONAL COMMITMENT (Descriptive Analysis)

Table 4.3

Mean	33.76301
Standard deviation	11.21494
Variance	125.7749
Standard error	0.852656
Minimum	15
Maximum	75
Sum	5841

Source: Survey Results

Data Interpretation:

Mean value of Organizational Commitment is 33.763 and standard deviation is 11.214 which conveys that education technological firms has moderate level of Organizational Commitment and the companies should focus more on retaining the potential employees by increasing their degree of attachment in this dynamic and competitive environment.

Range is calculated by:

$$[\text{Mean} \pm (1.96) * \text{Standard Deviation} / \text{square root of (No. of Observation)}]$$

By calculating from the above table, the upper limit comes out to be 39.43 and the lower limit comes out to be 28.09.

Range varies from:

- 75 – 39.43: High level of Organizational Commitment
- 39.43 – 28.09: Moderate level of Organizational Commitment
- 28.09 – 15: Low level of Organizational Commitment

4.4. Correlation between Employee Engagement and Organizational Commitment in Educational Technological Firms Industry.

Correlations (Table 4.4)

		Employee Engagement	Organizational Commitment
Employee Engagement	Pearson Correlation	1	.612**
	N	173	173
Organizational Commitment	Pearson Correlation	.612**	1
	N	173	173

** . Correlation is significant at the 0.05 level (2-tailed).

Data Interpretation: Pearson correlation is applied to examine and analyze the relationship between 2 variables. It also gives the control and guidance of relationship between the 2 variables. In this case, the 2 variables are employee engagement and organizational commitment. As it can be noticed that Pearson correlation coefficient between the 2 variables employee engagement and organizational commitment is $r = +0.612$ which states that relation is positive moderate relationship.

This reveals that if employee engagement will increase then organizational commitment will also increase simultaneously. Consequently, the management study should be more focused on strengthening employee engagement by taking measures related to effective feedback system, having 2-way communications, giving recognition to employees, fair pay salary. providing flexibility to employees and other actions that can align the values of individual with organizational values. Employee engagement also helps the organization in good decision making. It also helps the organization to make best use of opportunities in more efficient manner. Employee engagement helps to upgrade the organization's internal functioning and even when you serve your customers in a better way then also it adds some values in the organization.

4.5. Regression analysis between employee engagement and organizational commitment.

TABLE A: COEFFICIENTS (Table 4.5.1)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.493	2.398		4.376	.000
Employee Engagement	.713	.070	.612	10.117	.000

a. Dependent Variable: Organizational Commitment.

TABLE B: MODEL SUMMARY (Table 4.5.2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612 ^a	.374	.371	8.89615

a. Predictors: (Constant): Employee Engagement

b. Dependent Variable: Organizational Commitment

Data interpretation:

The influence of Employee Engagement on Organizational Commitment is assessed by using regression analysis between these variables. In this research paper, Employee Engagement is the predictor and independent variable and Organizational Commitment is dependent variable. The outcomes of coefficients are shown in Table a.

As shown in table b, 37.4% of the variance in the result variable that is Organizational Commitment can be described by the independent variable that is Employee Engagement.

TABLE C: ANOVA (Table 4.5.3)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8100.095	1	8100.095	102.350	.000 ^a
Residual	13533.189	171	79.141		
Total	21633.283	172			

a. Predictors: (Constant), EmployeeEngagement

b. Dependent Variable: OrganizationalCommitment

In table c: Anova, the significant value(p-value) is 0.00 which is less than 0.5. $F(1, 171) = 102.350$, where $p = 0$

This equation conveys that the regression analysis is significant and moreover it is valid. Thus, it can be said that there is a possible effect of employee engagement on organizational commitment.

$$Y = 0.713X + 10.493$$

Where,

Y is the dependent variable that is Organizational Commitment. X is the independent variable that is Employee Engagement.

FINDINGS AND RECOMMENDATIONS

5.1. Findings

The findings recommended that Employee Engagement has a meaningful positive impact on Organization Commitment. The current level of Employee Engagement in Edutech firms is moderate positive. Edutech firms should focus more on increasing the Engagement level through adopting some strategies and executing those strategies for retaining the potential and right employees in this competitive and dynamic environment. The current level of Organization Commitment in Edu tech firms is moderate positive. These companies should focus more on retaining the potential employees by increasing their degree of attachment in this dynamic and competitive environment.

1. 37.4% of the variance in the result variable that is Organizational Commitment can be described by the independent variable that is Employee Engagement.
2. Correlation between Employee engagement and Organization Commitment comes out to be 0.612 in Edutech firms. There is a moderate positive relation between these variables.
3. The regression line formulated is $Y=0.731X+10.493$.
4. The findings also reveal that work culture has a relevant positive effect on Organizational Commitment and it was also found in previous papers that means work culture is very important that basically affects commitment in Edutech firms.

5.2. Recommendations

1. Every company need to acknowledge their employees as a human capital. Employees are always the strong giver to any business and basically are the drivers to have a competitive advantage. Employee Engagement awareness levels across needsto be increase as there are some employees who are not well aware about this term. As a HR, you need to spend some time with your employees and get to know about them. Tell them how the company is doing these days and give them some responsibilities and opportunities so that they cangrow.
2. Every employee working in an organization is somehow are the assets for that organization. And if, you will not give them proper space and right time then they will bedis-engaged.So,youhavetogivethemproPERTIMETOMAKEAPERFECTBLENDOFWORK and also provide some fun atworkplace.
3. Employees and Organization are basically both dependent on each other to achieve goalsandobjectives.Consequently,employeeengagementmustbetakenasaone-time exercise but it should be desegregated in work culture and should be submerged in procedures andpolicies.
4. ThemanagementofEdutech firmsmustfindthemeansofenhancingorimproving the strategies for motivating their employees to ensure that their employees are more engaged and attached towards the organization.
5. The top-level people can also evolve performance appraisal systems as to recognize and reward their employees so that employees should be more committed and it will help employees to boost theirmorale.
6. It is also of necessity that further studies need to be conducted related to this paper so as to widen the scope of this occurrence. By using larger sample or by having more companies as your samplepopulation.

CONCLUSION

This study actually concludes that more engaged employees are suitable to feel mandatory to answer their organizations through their organizational commitment, in return for position resources given to them. This research basically tries to find the prevailing level of Employee Engagement as well as of Organizational Commitment and moreover the impact of Employee Engagement on Organizational Commitment. The outcome of this research paper specifies the levels of Engagement are moderate among employees on an education technological firms . It was also observed while studying about this topic that there is a positive relationship between two variables i.e. Employee Engagement and Organizational Commitment.

Organizational commitment can be improved if firm's initiates becoming more creative about searching and identifying the key drivers of employee engagement. As shown in our results above there is a moderate positive relationship between the variables, managers and supervisors need to work more to engage their employees to have a strong positive relation between employee engagement and organization commitment. For achieving, managers and supervisors need to enhance the hope or optimism in work culture, give them the tools for success and opportunity, always recognize your employees and support them, and always encourage teamwork and provide them proper feedback.

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