



ORIGINAL ARTICLE

IT-expert retention through organizational commitment: A study of public sector information technology professionals in Pakistan



Sayyed Muhammad Mehdi Raza Naqvi *, Sajid Bashir

Faculty of Management Sciences, Muhammad Ali Jinnah University, Islamabad, Pakistan

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Abstract Organizational commitment has been studied extensively world over and hundreds of research articles are available however a few studies address organizational commitment in IT sector high technology employees. In Pakistan insufficient research is available specific to IT sector employees. The present study is an attempt to better describe these factors which can induce organizational commitment in Pakistani IT sector high technology employees. Previous studies in different countries validate that compensation; training and development and supervisor support induce organizational commitment in high technology employees, which increases employee retention. These factors were tested in IT sector organizations in Pakistan, findings of present study established that in Pakistan for IT professional's compensation, training and development and supervisor support is significantly correlated with organizational commitment.

* Corresponding author.

E-mail addresses: razanaqvi@jinnah.edu.pk, rmaqvi@hotmail.com (Sayyed Muhammad Mehdi Raza Naqvi).

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Continuance
commitment;
Organizational
commitment
questionnaire (OCQ)

The findings of present research will be useful for human resource managers in IT sector organizations through out Pakistan and it will help them in retaining this scarce human capital.

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1. Introduction

Managing turn over is a increasing challenge especially for companies employing high technology professionals (Dockel, 2001). Managers have to bolster IT professionals' sense of self-worth by treating them as intellectual assets, not operating expenses, and by helping them shape and direct their careers, so they can gain experience within the enterprise rather than outside it (Paré and Tremblay, 2000).

The above findings of some researches conducted on of high technology IT professionals validate that their retention is becoming difficult for business managers and organizations are interested in finding out ways which can induce organizational commitment in IT sector high technology employees and reduce turn over. The studies conducted in this regard found significant relationships between organizational commitment and employee retention factors like compensation, training and development and supervisor support. Dockel (2001) conducted a research in this regard however this research was specific to telecom industry and South African working environment. Hence it cannot be applied globally or in any other country like Pakistan.

Pakistan is a developing country with less opportunities due to which high technology employees always try to avail a better opportunity that makes retention of high technology employees more complex and difficult job for a manager. Hence present study explains relationship of some significant factors in Pakistani public sector IT professionals, which can induce organizational commitment.

2. Review of literature

A number of articles were reviewed to study the importance of employee retention, organizational commitment with specific reference to high technology employees IT sector. The literature review clearly establishes relation ship between factors like Compensation, training and Development and Supervisor Support on Organizational Commitment.

2.1. Compensation

Compensation has a strong and significant relationship to organizational commitment (Dockel, 2001). Indeed, more an employee perceives a high level of internal equity (in comparison with other employees of the same department and/or the same company) and external equity (in comparison with individuals occupying

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