

A Study of Impact of Organizational Commitment on Employee Engagement and Employee Satisfaction in Automobile Sector

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Abstract—This study examines the impact of organizational commitment on employee engagement and employee satisfaction in the automobile sector, an industry characterized by rapid technological transformation, competitive pressures, and the need for a highly motivated workforce. Organizational commitment, comprising affective, continuance, and normative dimensions, plays a crucial role in shaping employee behavior, fostering job involvement, and influencing overall alignment with organizational goals. The research explores how different levels of commitment affect engagement and satisfaction, key outcomes directly linked to productivity, retention, and workplace performance. By analyzing the relationships among these constructs, the study highlights how organizational commitment serves as a foundation for enhancing employee motivation and long-term workforce stability.

The study further evaluates variations in employee engagement and organizational commitment across different managerial levels within the automobile sector. Using primary data collected from 80 respondents, the research employs correlation and ANOVA tests to assess the strength of relationships and differences among variables. Results indicate that organizational commitment has a significant positive impact on employee engagement, and both engagement and commitment levels differ significantly across lower, middle, and top management roles. These insights emphasize the importance of strategic HR interventions tailored to hierarchical levels for fostering a committed, engaged, and satisfied workforce within the automobile industry.

Index Terms—Organizational commitment, employee engagement, employee satisfaction, Automobile sector.

I. INTRODUCTION

The automobile sector has long been regarded as one of the most dynamic and innovation-driven industries, contributing significantly to economic development and employment generation across the globe. With increasing competition, technological disruptions, and shifting customer expectations, automobile companies are continuously under pressure to enhance productivity, ensure high-quality performance, and maintain a motivated workforce. In this context, understanding the psychological and behavioral aspects of employees has become crucial for sustaining organizational growth. Among these, organizational commitment emerges as a key construct influencing how employees perceive their role, align with company values, and contribute to long-term success.

Organizational commitment refers to an employee's emotional attachment, identification, and involvement with their organization. It encompasses affective, continuance, and normative dimensions, each shaping employee attitudes and behavior in different ways. In the automobile sector, characterized by high-performance work systems, strict production timelines, and evolving work environments, strengthening organizational commitment is essential for retaining skilled employees and enhancing work efficiency. When employees feel committed, they are more likely to stay motivated, demonstrate loyalty, and participate actively in organizational improvement initiatives, thereby contributing to overall organizational excellence.

Employee engagement has emerged as another critical component influencing organizational success. It involves the emotional and cognitive investment of employees in their work roles and is reflected through enthusiasm, dedication, and willingness to go beyond routine responsibilities. In the rapidly changing automobile industry, where companies are adopting automation, smart manufacturing, and digital technologies, employee engagement plays a vital role in ensuring adaptability and continuous improvement. Organizations that foster higher engagement levels typically witness enhanced teamwork, reduced absenteeism, and stronger performance outcomes. As engagement is deeply linked with employees' sense of belonging and purpose, organizational commitment becomes a foundational driver of engagement levels. Employee satisfaction represents employees' overall evaluation of their job experience, work environment, and organizational practices. Satisfied employees are more productive, less prone to turnover, and contribute positively to organizational culture. In the automobile sector, where production cycles are demanding and operational pressures are high, employee satisfaction directly affects job performance, product quality, and customer satisfaction. Factors such as leadership style, HR practices, compensation, work-life balance, and recognition systems significantly influence how satisfied employees feel at work. Importantly, organizational commitment often shapes this satisfaction by creating a stable and trusting work environment.

II. REVIEW OF LITERATURE

1. Indrayani & Al Qarny (2020), In the research titled "Factors affecting work satisfaction and employee performance in automotive industrial chain" The study concludes that work satisfaction in the automotive industrial chain is strongly influenced by factors such as job security, workplace environment, leadership support, and opportunities for career advancement. The researchers highlight that when employees perceive fairness in compensation, clarity in roles, and supportive supervision, their satisfaction significantly increases, leading to improved performance outcomes. The study underscores that employee satisfaction is not an isolated construct but a driver of organizational productivity, reinforcing the need for automobile companies to strengthen human resource policies that enhance motivation, reduce dissatisfaction, and foster long-term employee commitment.
2. Rujit & Liemsuwan (2021), In the research titled "Causal factors influencing organizational commitment of employees in the automotive and auto parts industries: A case study of Amata City Industrial Estate, Thailand" This study concludes that organizational commitment among employees in the automotive and auto parts industries is determined by leadership quality, workplace culture, communication flow, and perceived organizational support. The findings emphasize that when employees feel valued and believe their organization cares about their well-being, their emotional and normative commitment increases, resulting in stronger retention and reduced turnover intentions. The study further highlights the importance of reinforcing supportive management practices and transparent communication systems to strengthen organizational commitment in the highly competitive automotive sector.
3. Lakshminarayanan & Ezhilarasi (2017), In the research titled "Employee engagement and its effects in automobile industry with special reference to Chennai, Tamil Nadu" The study concludes that employee engagement has a positive and significant effect on work outcomes in the Chennai automobile industry. Highly engaged employees demonstrate better job involvement, stronger productivity, and higher levels of satisfaction with their roles. The authors emphasize that engagement is cultivated through meaningful work, supportive leadership, and opportunities for professional growth. Therefore, automobile companies must focus on building a culture that encourages participation, recognition, and continuous skill development to sustain engagement and retain talent.
4. Priyamalini et.al (2022), In the research titled "A study on the factors influence the employee engagement in automobile industries" This research concludes that employee engagement in automobile industries is shaped by a combination of workplace factors including recognition, supervisor support, workload management, and career development opportunities. The findings

reveal that engagement is significantly influenced by how well employees' expectations align with organizational practices and how effectively the organization fosters a positive work environment. The authors highlight that strengthening engagement initiatives can enhance employee morale, improve organizational performance, and create long-term loyalty within the automobile workforce.

- Henry et.al (2024), In the research titled "Employee engagement in automobile industry at Bilaspur CG" The study concludes that employee engagement levels in the Bilaspur automobile industry are driven by job clarity, workplace relationships, organizational support, and professional development access. The results indicate that employees who feel supported and adequately informed about their roles tend to exhibit higher engagement and a stronger desire to contribute to organizational success. The study suggests that automobile firms must invest in structured HR practices, such as regular feedback systems and training programs, to enhance engagement and build a committed workforce capable of meeting evolving industry challenges.

Research gap: A review of the above studies reveals that while substantial research has been conducted on employee satisfaction, organizational commitment, and employee engagement within the automobile sector, significant gaps remain in understanding how these constructs interact with one another in an integrated manner. Most existing studies focus on isolated dimensions, such as satisfaction alone, or engagement alone, without examining the combined impact of organizational commitment as a mediating or influencing factor on both engagement and

Data Analysis

The demographic factors are classified and presented below:

Sr.no	Demographic Factor	Category	Frequency	Percent
1	Gender	Male	38	47.5
		Female	42	52.5
2	Age group	Up to 30 Years	23	28.7
		31 to 40 Years	12	15.0
		41 to 50 Years	21	26.3
		Above 50 Years	24	30.0
3	Qualification	Graduate	32	40.0
		Post-graduate	30	37.5
		Professional	18	22.5

satisfaction simultaneously. Additionally, prior research is largely region-specific (e.g., Chennai, Thailand, Bilaspur), limiting generalization across diverse automobile clusters in India. There is also limited empirical evidence on how organizational policies, technological changes, and evolving work dynamics in the modern automobile industry shape the triadic relationship between commitment, engagement, and satisfaction. Thus, a comprehensive study integrating these variables is needed to fill the conceptual and empirical gap and to provide deeper insights for HR strategy formulation in the automobile sector.

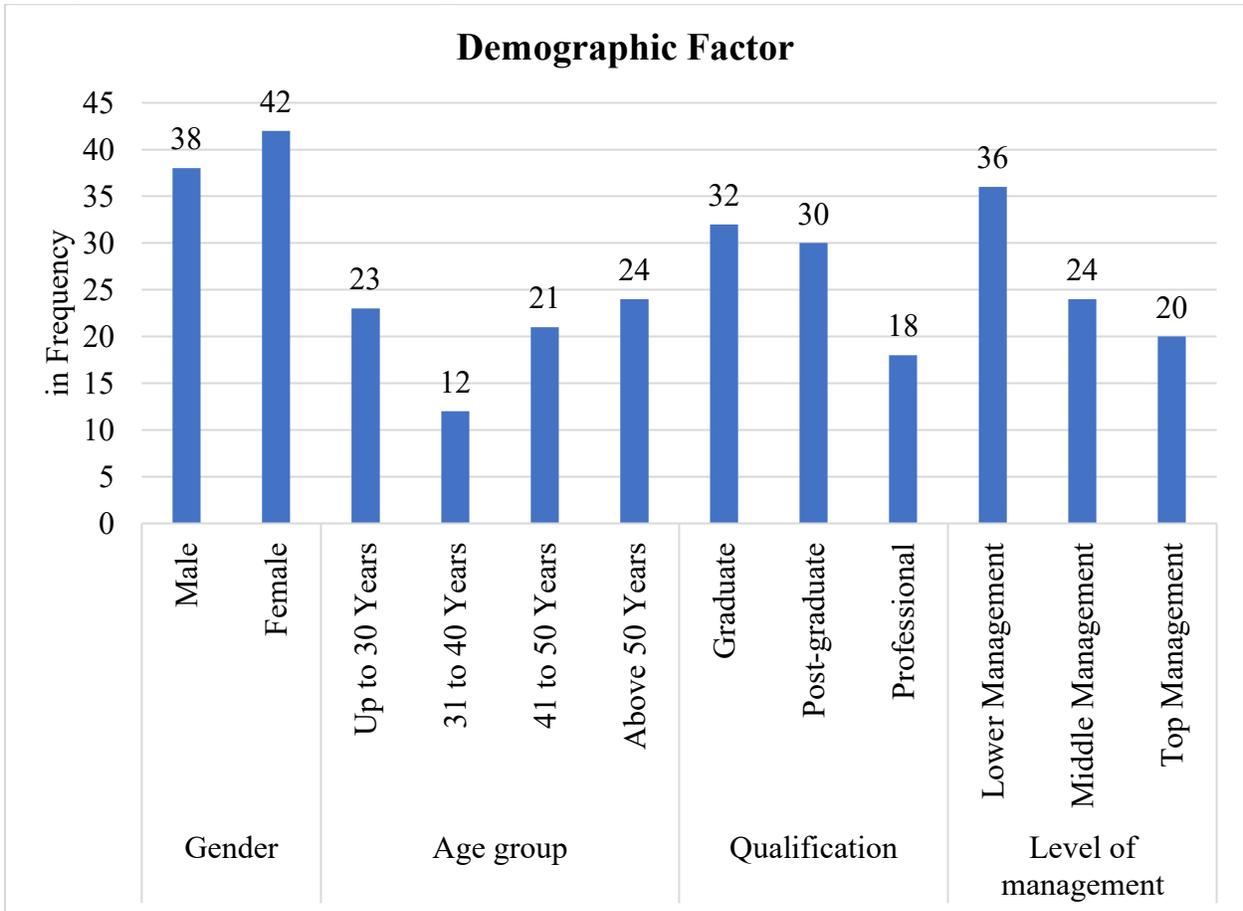
III. RESEARCH METHODOLOGY

The study adopts a quantitative research methodology, collecting primary data from 80 employees working at various managerial levels in the automobile sector. A structured questionnaire was used to measure key variables such as job involvement (employee engagement), affective commitment, continuance commitment, normative commitment, and overall organizational commitment. Demographic factors, including gender, age, qualification, and level of management, were also recorded to support comparative analysis. Statistical techniques such as Pearson correlation were applied to evaluate the relationship between organizational commitment and employee engagement, while ANOVA and F-tests were used to assess differences across managerial levels. This systematic approach ensured objective analysis and reliable interpretation of how organizational commitment influences engagement and satisfaction.

4	Level of management	Lower Management	36	45.0
		Middle Management	24	30.0
		Top Management	20	25.0

The frequency numbers represent how many respondents fall into each category of the demographic variables, helping to understand the composition of the sample. For example, under gender, 38 males and 42 females participated, showing a slightly higher representation of women. In the age group category, 23 respondents are up to 30 years, 12 are between 31–40 years, 21 fall in the 41–50 years bracket, and 24 are above 50 years, indicating that the sample includes employees from all age ranges with the highest participation from those above 50. For qualification,

32 respondents are graduates, 30 are postgraduates, and 18 hold professional degrees, reflecting varied educational backgrounds. Similarly, the management-level data shows 36 respondents in lower management, 24 in middle management, and 20 in top management, demonstrating that the responses were collected across different organizational hierarchies. These frequency numbers help describe the distribution of participants and ensure that the study includes diverse perspectives.



Objective-1: To Study the impact of organisational commitments on employee engagement in automobile Sector.

To study the above objective following hypothesis is designed.

Null Hypothesis H_{01} : There is no impact of organisational commitments on employee engagement in automobile Sector.

Alternate Hypothesis H_{11} : There is an impact of organisational commitments on employee engagement in automobile Sector.

To test the above null hypothesis, correlation is applied and results are as follows.

Correlations					
		Job Involvement	Affective Commitment	Continuance Commitment	Normative Commitment
Job Involvement	Pearson Correlation	1	.422**	.388**	.398**
	P-value		.000	.000	.000
	N	80	80	80	80
Affective Commitment	Pearson Correlation	.422**	1	.021	.389**
	P-value	.000		.851	.000
	N	80	80	80	80
Continuance Commitment	Pearson Correlation	.388**	.021	1	.072
	Sig. (2-tailed)	.000	.851		.528
	N	80	80	80	80
Normative Commitment	Pearson Correlation	.398**	.389**	.072	1
	P-value	.000	.000	.528	
	N	80	80	80	80
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

Interpretation: The above table indicates that the p-value is 0.000. It is less than the standard p-value of 0.05. Therefore, the correlation is rejected. Hence the null hypothesis is rejected, and the alternate hypothesis is accepted.

Conclusion: There is an impact of organisational commitments on employee engagement in automobile Sector.

Findings: The correlation results indicate several meaningful relationships among job involvement and the three components of organizational commitment. Job involvement shows a moderate and statistically significant positive correlation with affective commitment ($r = .422, p = .000$), continuance commitment ($r = .388, p = .000$), and normative commitment ($r = .398, p = .000$). This suggests that employees who are more involved in their job tend to feel more emotionally attached to the organization, perceive greater costs associated with leaving, and feel a stronger sense of obligation to remain. Affective commitment is also significantly related to normative commitment ($r = .389, p = .000$), implying that employees who feel emotionally connected to their organization also tend to develop a moral sense of responsibility toward it. However, affective commitment shows no significant relationship with

continuance commitment ($r = .021, p = .851$), and continuance commitment is not significantly correlated with normative commitment ($r = .072, p = .528$), indicating that the decision to stay due to perceived costs does not align closely with emotional attachment or moral obligation. Overall, the results reveal that job involvement is a strong predictor of all three forms of commitment, while the commitment components themselves show varied interrelationships.

Objective-2: To Study the employee engagement according to level of management in automobile Sector.

Null Hypothesis H_{02} : There is no significant difference in employee engagement according to level of management in automobile Sector.

Alternate Hypothesis H_{12} : There is a significant difference in employee engagement according to level of management in automobile Sector.

To test the above null hypothesis, ANOVA and F-test is applied and results are as follows:

ANOVA					
Job Involvement					
	Sum of Squares	df	Mean Square	F	P-value
Between Groups	2574.111	2	1287.056	7.651	.001
Within Groups	12953.689	77	168.230		
Total	15527.800	79			

Interpretation: The above table indicates that the p-value is 0.001. It is less than the standard p-value of 0.05. Therefore, the F- test is rejected. Hence the null hypothesis is rejected, and the alternate hypothesis is accepted.

Conclusion: There is a significant difference in employee engagement according to level of management in automobile Sector.

Findings: To understand the findings, the mean score are obtained and presented as follows.

Report			
Job Involvement			
Level of management at present working place	Mean	N	Std. Deviation
Lower Management	61.11	36	12.56248
Middle Management	69.66	24	13.54755
Top Management	74.60	20	12.99555
Total	67.05	80	14.01979

The descriptive results for job involvement across different managerial levels show a clear upward trend as employees move higher in the organizational hierarchy. Lower management employees report the lowest mean job involvement score of 61.11, indicating comparatively moderate engagement with their job roles. Middle management employees show a notably higher mean score of 69.66, reflecting stronger involvement, possibly due to increased responsibility and decision-making authority. The highest job involvement is observed among top management employees, with a mean score of 74.60, suggesting that individuals in senior positions feel more invested, committed, and connected to their roles. The standard deviations across all three groups indicate moderate variability, meaning job involvement differs among individuals within each level but follows an overall increasing pattern. The total mean score of 67.05 for

all 80 respondents shows that, on average, the workforce exhibits a reasonably good level of job involvement, with higher involvement concentrated at higher management levels.

Objective-3: To Study the overall organisation commitment according to level of management in automobile Sector.

Null Hypothesis H_{03} : There is no significant difference in overall organisation commitment according to level of management in automobile Sector.

Alternate Hypothesis H_{13} : There is a significant difference in overall organisation commitment according to level of management in automobile Sector.

To test the above null hypothesis, ANOVA and F-test is applied and results are as follows:

ANOVA					
Overall Commitment					
	Sum of Squares	df	Mean Square	F	p-value
Between Groups	1515.658	2	757.829	7.015	.002
Within Groups	8318.432	77	108.032		
Total	9834.089	79			

Interpretation: The above table indicates that the p-value is 0.002. It is less than the standard p-value of 0.05. Therefore, the F- test is rejected. Hence the null hypothesis is rejected, and the alternate hypothesis is accepted.

Conclusion: There is a significant difference in overall organisation commitment according to level of management in automobile Sector.

Findings: To understand the findings, the mean score are obtained and presented as follows.

Report			
Overall Commitment			
Level of management at present working place	Mean	N	Std. Deviation
Lower Management	67.90	36	10.34766
Middle Management	74.26	24	8.64220
Top Management	78.33	20	12.25395
Total	72.41	80	11.15716

The descriptive report on overall commitment across different managerial levels reveals a progressive increase in commitment as employees advance in organizational hierarchy. Lower management employees show the lowest mean commitment score of 67.90, indicating a moderate but steady sense of attachment and responsibility toward the organization. Middle management employees exhibit a higher mean score of 74.26, reflecting stronger commitment, likely influenced by their greater involvement in decision-making processes and closer alignment with organizational goals. The highest level of commitment is observed among top management, with a mean score of 78.33, suggesting that senior leaders possess a deeper emotional, normative, and continuance bond with the organization due to their strategic roles and long-term investment in organizational outcomes. The standard deviations across all groups indicate moderate variability, but the overall mean of 72.41 demonstrates that the workforce, as a whole, maintains a relatively high level of organizational commitment, with commitment levels strengthening as managerial responsibility increases.

IV. FINDINGS AND CONCLUSIONS

The study concludes that organizational commitment significantly influences employee engagement in the automobile sector, demonstrating that employees who feel emotionally connected, obligated, or tied to their organizations exhibit higher levels of job involvement. The results also reveal substantial differences in both employee engagement and organizational commitment across managerial levels, with top management showing the highest levels of involvement and commitment. These findings underscore the need for automobile companies to strengthen HR practices, enhance workplace support systems, and develop targeted engagement strategies

to foster a committed and satisfied workforce. Ultimately, the study highlights the central role of organizational commitment as a driver of engagement and satisfaction, contributing to improved performance and organizational success.

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