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ORGANIZATIONAL SUPPORT AND ENGAGEMENT OF WOMEN EMPLOYEES IN IT SECTOR WITH REFERENCE TO DELHI NCR

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ABSTRACT

India's IT service sector is a fundamental driver of economic progress, offering employee-friendly policies, benefits, and work-life balance programmes. Yet there are still difficulties, such as gender disparities in career advancement and a shortage of women in top management roles. This study investigates the influence of organisational support on the engagement levels of women working in the IT sector in Delhi, NCR. The study opens more possibilities for engagement research and provides a comparative study on engagement models among domestic, start-up, and global companies. This study intends to shed light on the subtle dynamics of employee engagement among women in the IT sector through a combination of empirical investigations, qualitative analysis, and quantitative evaluations conducted using statistical methods such as SPSS. This study provides useful insights into how various organisational support mechanisms influence female employee engagement levels by studying various organisational support mechanisms. IT service sector organisations have become a role model for other industries, adopting innovative strategies to attract and retain talented employees. However, they face challenges in achieving employee engagement, such as the fast-paced nature of technology, strong competition, and evolving workforce attitudes and behaviours. IT giants must go beyond mere employee satisfaction, loyalty, and commitment programmes to fully harness the potential of their workforce.

Keywords: Employee Engagement, IT Sector, Women Employees, HRM, Sustainable Development, Perceived Organizational support.

1. INTRODUCTION

The domain of information technology (IT) in the Delhi National Capital Region (NCR) has seen tremendous development in recent years, emerging as a critical hub for technological advancement and economic growth. Within this changing environment, the role of female employees has earned more attention and significance. Identifying and establishing Perceived organisational support for Women in the IT industry has become an urgent topic as old gender norms continue to alter and businesses aim for diversity and inclusivity. Humanity's survival is dependent on the mutual assistance and faith of other community members. Organisational viewpoints, such as Eisenberger's 1980 describe the notion of organisational assistance, which originates from the employee-organisational transfer interaction. Viewed POS stands for Perceived organisational support and relates to employees' perceptions that they are highly regarded and that the organisation promotes their psychological well-being. Women's participation and engagement in the IT sector have evolved significantly, moving from a statistical representation to a critical contributor to the industry's success. The Delhi NCR region, recognised for its global culture and active workforce, provides a unique setting for researching the difficulties and opportunities facing women in the IT sector.

According to the Deloitte survey results, a strong 78% of corporate leaders agree on the critical importance of employee retention and engagement as critical drivers of business success. They emphasise that their company's attitude towards engagement is quite like the solemnity associated with annual performance events. It is critical, however, to recognise that participation should be an embedded organisational culture rather than a casual disposition. Genuine employee efforts play a critical role in developing this culture of engagement, which is expected to benefit the company's financial performance.

1.1 Perceived Organisational Support

Organisational support for female IT personnel includes several crucial variables that influence their own experiences and participation. The organisational support theoretical framework emphasises the impact of employees' perceptions of organisational support on their attitudes, behaviours, and general well-being. All these

variables combine to create an environment that supports and empowers women to succeed. The following are some of the most critical and vital factors:

1. Gender-Equitable Policies
2. Pay Equity and Appreciation
3. Workplace Culture That Is Inclusive
4. Continuous Learning and Skill Development
5. Harassment has no tolerance.
6. Programmes for Mentorship and Sponsorship

Employees perceive their contributions as exchanges for support, according to Social Exchange Theory, Psychological Contract Theory, and Social Support Theory, resulting in increased levels of engagement, commitment, and good work-related behaviours. Employees sense support from colleagues, supervisors, and the organisation, resulting in enhanced job performance, contentment, and engagement, and social networks and resources are critical in alleviating stress and promoting well-being. Perceived Organizational Support (POS) is a psychological concept that focuses on employees' perceptions of their organization's value and commitment to their well-being. Positive perceptions lead to increased job satisfaction, reduced absenteeism, and lower turnover intentions. Factors affecting POS include organizational policies, transparency, supervisor and colleague relationships, and clear communication. High POS results in job satisfaction, commitment, engagement, employee retention, performance, and well-being. Organizations can benefit from creating a positive work environment where employees feel valued and supported, enhancing POS through regular feedback, recognition programs, and transparent communication. Addressing concerns and promoting fairness is essential to maintain high perceived support levels.

According to Miho Takatsuka (2021), This study investigates the impact of perceived organisational support and cultural adjustment on occupational burnout and happiness among Japanese expats. The outcomes of the study indicate a direct and positive association between organisational support and expatriate cross-cultural interaction adjustment, emphasising how interconnected they are. Job satisfaction is associated with increased perceived organisational support; however, negative effects on job burnout are associated with parameters such as the Job Burnout Scale (JOBS), Cross-Cultural Adjustment (CCA), and Perceived Organisation Supports (POS). Justina Naujokaitiene, Organisational support is crucial for the successful integration of TEL into employee training systems. Increased compensation, better working conditions, and a sense of purpose at work help employees. While addressing physical and emotional needs, organisational assistance can reduce apathy and absence. Organisations should combine management and colleague assistance with traditional learning techniques and forms to adopt TEL. Mirna Indriani's (2021) study looked at the impact of Personal Cost, organisational dedication, and Perception of Organisational Support on Whistleblowing Intentions (WI) in Aceh Province. Even with robust organisational support, increased personal costs diminished whistleblower intentions. Although organisational commitment had no effect on whistleblowing intention, the perception of organisational assistance influenced behaviour when committing to action.

1.2 Employee Engagement

Employee engagement is concerned with employees' emotional commitment and level of involvement in what they do, their organisation, and its aims. Employee engagement entails complete engagement in their operational performances, which are governed by cognitive domains such as meaningfulness, safety, and availability, with a focus on artistic expression and role clarity. Individuals that are engaged are motivated, enthusiastic, and committed, which leads to higher degrees of job satisfaction, productivity, and overall organisational performance. According to a 2021 investigation conducted by S. Purushothaman and E. Kaviya, employee involvement is a prerequisite for employee retention. Motivating and retaining employees is one of the recommendations, with an emphasis on issues such as the working environment, excellent assistance, career progression, organisational support, and rewards. Employee engagement can be increased through promotional possibilities and career development visibility, which can contribute to high-skilled employee retention. Hastuti Mulang's (2022) study paper investigates the impact of organisational justice, balance between work and personal life, staff participation, and intent to leave on worker engagement and turnover intention. There is no evidence of employee involvement to be a mediating variable for these parameters, with a positive direct effect and a negative indirect effect, according to the study. The study suggests that organisational fairness determines turnover intention, with employee engagement serving as a moderating element in achieving a work-life balance for employees.

A few theories have emerged to explain and understand employee engagement. Here are some prominent ones:

1. JCM (Job Characteristics Model): The JCM, which was developed by Hackman and Oldham, claims that specific work characteristics might contribute to increased levels of enthusiasm and involvement. Skill variation, identity in the task, task relevance, autonomy, and feedback are examples of these traits. Individuals are inclined to find their work interesting and engaging when they encounter these characteristics.

2. Self-Determination Theory (SDT): Deci and Ryan established SDT, which emphasises the role inherent in personal drive-in participation. It implies that employees are more engaged when they have an overwhelming feeling of gaining independence, ability, and commitment in what they do. Individuals' involvement increases when they have the freedom to make decisions, feel competent in their tasks, and have beneficial interactions with their coworkers.
3. Social Exchange Theory: Individuals participate in their organisations based on the Social Exchange Theory, on the imagined equilibrium of the efforts that they put in and the incentives they receive in return. Individuals that are involved are convinced their contributions are recognised and rewarded, resulting in a pleasant working relationship.
4. JD-R Model: This model emphasises the interaction among work requirements (stressors) and employment assets (supporting elements). Employees that are engaged strike a balance between expectations and resources, allowing them to efficiently manage problems and relish the emotion of succeeding.

The academic underpinning for William Kahn's employee involvement is determined by social roles, which are acts guided by communal normative norms. Kahn's research looks at the psychological components influencing engagement among staff members and disengagement in the workplace. It focuses on elements that influence emotional and cognitive connections to work activities, coworkers, and the work environment. Engagement extends beyond job pleasure to include participation, commitment, and excitement about duties. Engagement is driven by key psychological qualities such as dedication, enthusiasm, and a strong sense of connection. Kahn's research sheds light on the psychological circumstances that determine employees' levels of involvement and alienation in the workplace. Albrecht (2020) highlights word recognition as a key indicator of employee engagement, while Albro & McElfresh (2021) highlight its illusory power in motivating workers towards higher performance levels. Affective Events Theory (AET) suggests that emotional responses to workplace events influence motivation. Positive emotional reactions increase engagement, but negative emotions decrease engagement. Organisations can improve employee engagement.

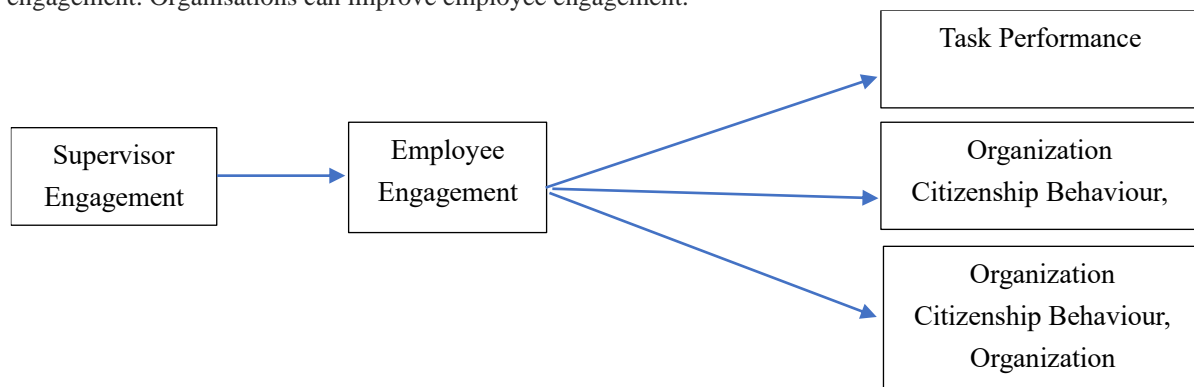


Figure 1: Employee Engagement, Task Performance and OCB

1.3 Emotional intelligence

Emotional intelligence (EI) is important for female IT personnel since it increases job performance, workplace interactions, and career success. EI abilities such as self-awareness, self-regulation, empathy, and social skills assist women in managing anxiousness, adapting to new surroundings, and developing good interpersonal relationships. EI also improves interpersonal and management abilities while fostering welcoming and enabling cultures. Addressing gender gaps and stereotypes can assist women in overcoming obstacles along with thriving in their jobs.

1.4 IT service sector in India

In the early 1990s, the Indian firm Infosys pioneered the IT sector, catalysing its evolution into a service-centric industry. Significant instances of high attrition rates demonstrate the sector's substantial impact on the workforce and HR management. This has prompted a detailed examination of the industry's growth trajectory and associated human resource strategy. With the IT/ITeS Industry growing as a critical force within Information Technology and Business Process Outsourcing, the Indian economy has experienced significant turmoil. The sector has boosted revenue growth and resulted in significant social transformation. In 2020, India's IT service sector will continue to make a substantial contribution to the country's GDP. It offered a wide range of services, including software development, IT advice, systems integration, application administration, and more. Tata Consultancy Services (TCS), Infosys, Wipro, HCL Technologies, and Tech Mahindra are some of the notable organisations in the Indian IT market. The nation's low-cost edge and young skill pool have helped it succeed. The IT sector's revenue (excluding hardware) is expected to reach 253 billion USD in 2021, representing an increase of more than 12% over 2020. In 2020–2021, the IT service industry, which emphasises consumer privacy, security of information technology, and resource redistributing, employed approximately 5.3 million people.

The Indian IT industry is linked with IT and ITeS services, providing a competitive advantage in the worldwide market. The Indian Technology service sector had both possibilities and problems in 2020. The COVID-19

pandemic has hastened the adoption of digital technology since businesses and organisations all over the world were forced to adapt to remote work and digital solutions. An important contribution of this sector has been in the form of huge employment generation. Year after year, the industry continues to be a net employment generator. This has raised demand for cloud-based computing, cybersecurity, remote interaction tools, and revolutionary IT services.

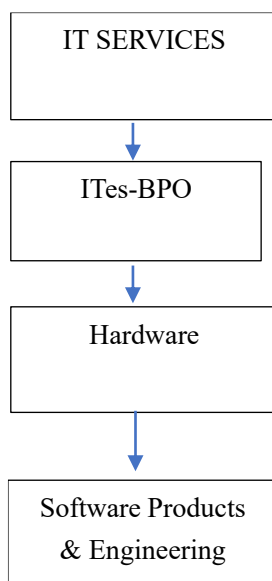


Figure 2: Classification of IT Industry

1.5 Women Employees in the IT Service Sector

Approximately one-third of the total employment opportunities provided by BPO/ITeS units through various schemes are occupied by women. Additionally, 33 women CEOs have been chosen for the MeitY-NASSCOM Tech programme. A 2022 study demonstrates that women make up only 28% of the STEM (Science, Technology, Engineering, and Mathematics) workforce, with a mere 15% representation in engineering roles—highlighting significant underrepresentation in STEM fields. Notably, women constitute 34.4% of the workforce in the top five MNC information technology corporations (Amazon, Apple, Facebook, Google, and Microsoft). According to Adeva data, women hold 25% of all positions within the ICT business. Efforts to bridge the gender gap in top tech firms are evident—the Stack Overflow Developers survey had a mere 7% female participation, GitHub user profiles indicate a mere 6% female representation, and Google reports only 18% women in technical roles.

Description	2018-19	2019-20	2020-21	2021-22	2022-23
Employment in millions	4.1	4.36	4.47	5.1	5.4
Net Addition	200000	205000	138000	445000	290000

Source: Annual Report 2022-2023 (Ministry of Electronics and Information Technology)

2. LITERATURE REVIEW

The investigation process is primarily reliant on research evaluation, which is crucial in defining the level of research, dimension, and direction of each study. This essential element bridges research gaps and establishes a sound conceptual structure for subsequent studies. Subject specialists' views and consequences are critical in establishing goals, scope, and hypotheses for future study. The research paper "Does Perceived Organisational Support Have a Moderating Effect on Whistleblowing Intentions?" by Mirna Indriani and Nadirsyah (2022), presented at the International Conference on Decision Aid Sciences and Applications, investigates the link between perceived organisational support and employee satisfaction and intent to engage in whistleblowing activities. The study focuses on whistleblowing's vital role in exposing wrongdoing, guaranteeing openness, and preserving organisational integrity. The research adds to the body of knowledge by looking into the possibility of moderating the impact of the anticipated complicated organisational support decision-making process involved in whistleblowing. Ranjan (2022), in their study, explored that the IT-ITES industry has led an upward story in the outsourcing sector, substantially adding to the country's GDP, employment, and exports. Investigators also seek

to learn more about how demographics influence employees' feelings of purpose and, moreover, the factors that influence that sense of purpose and its predecessors. The study's data indicate that worker engagement is an evolving idea and that the standard of a business's output and competitive advantage depend on the competence of its people.

The study by Sihag (2021), a paper accepted for publication in the *International Journal of Human Capital and Information Technology Professionals*, investigates In the Indian IT business, there is a link between perceived organisational support and employee engagement. The research, which collected 420 samples from various IT industries in India, found a positive and strong connection between perceived organisational support (POS) and employee engagement (EE) for middle-level IT professionals. The findings aim to assist practitioners in improving employee attitudes and commitment towards work, emphasising the importance of POS in a competitive environment. Employee engagement is a multifaceted synthesis of emotional, cognitive, and physical aspects. Employee engagement, as termed by Albro and McElfresh (2021), is an elusive force that pulls employees to higher levels of performance. According to Heslina and Syahrani (2021), disengaged employees actively and emotionally disconnect from work activities. According to Veri (2021), employee engagement is defined as an individual employee's affirmative posture towards the organisation and its basic principles. This mindset is distinguished by characteristics such as self-assurance in one's abilities and the idea that "work is enjoyable. Employee engagement, according to Sihag (2021), is a positive, work-related attitude that includes characteristics such as energy, devotion, and total absorption. It goes beyond focusing on discrete objects, events, or behaviours. Employee engagement is defined as an optimistic attitude among employees that is supported by cognitive and appreciating motivation, self-confidence, and a sense of contentment while performing duties. Employee engagement, at its heart, denotes an employee's excitement for what they do, which originates from their alignment with the long-term objectives of the organisation. This passion results from employees' strong sense of connection as well as their proactivity. "Employee Engagement Research in an IT Company," by Purushothaman (2020), provides useful insights on employee engagement in the IT sector. The study seeks to appreciate the factors influencing employee engagement levels in an IT company setting, emphasising the vital role of engaged individuals in improving organisational performance, innovation, and competitiveness. The findings shed light on specific employee engagement issues in the context of an IT organisation, perhaps helping to build sector-specific engagement initiatives. Shi and Gordan (2019) evaluated the impact of higher-level and organisational support on the psychological agreement and involvement of employees in the hospitality industry. They discovered that less superior support resulted in greater psychological breakdown and poorer participation, highlighting the significance of superior-subordinate connections in worker satisfaction. In the hospitality business, support is critical in influencing managers' psychological contracts and commitment to their jobs, as well as maintaining exceptional client service and operational efficiency. The paper investigates support relations in the hospitality sector, specifically how they affect managers' psychological contracts and work engagement, with the goal of improving organisational support and fostering an atmosphere of happiness at work. Ismail et al. (2019) investigated whether Imagination influences the relationship between Commitment and job-specific effectiveness. According to the research of 186 respondents, the involvement and creativity of Lebanon's enterprises are strongly associated. Creativity mediates the connection between involvement and job-related performance, resulting in higher productivity among workers. This study emphasises the significance of engagement in improving job efficiency via intermediary factors. Engagement among workers, job performance, and creativity have been examined by Lebanon's academics. Creativity is a crucial skill that leads to novel approaches and increased efficiency at work. Statistics could be utilised to see if imagination works in moderation in this connection. The research of Eisenberger and Rhoades (2019) emphasises the critical significance of perceived organisational support (POS) in determining employee attitudes, behaviours, and outcomes. Higher POS levels are associated with higher job satisfaction, commitment, and intention to stay with the organisation. Employee performance and psychological well-being are mediated by POS, emphasising the significance of establishing a supportive environment to improve employee experiences and organisational success. Sherwani (2019) undertook a study amongst staff at a building business in Kurdish to investigate the impact of organisational backing on employee behaviour and dedication to the organisation. The study on employee conduct as well as dedication in a Kurdish building business discovered that organisational support is a stronger motivator of organisational commitment than employee behaviour since it promotes the company's citizenship. Employee behaviour and organisational commitment are affected by observed organisational support, which represents an organisation's emotional attachment, loyalty, and identity. The study endeavour will look at how POS affects staff dedication and behaviour by using questionnaires and statistical studies to look for correlations and potential causal relationships. Alan M. Saks (2019) examined the findings of a prior study conducted in 2006. Staff involvement is critical for organisational commitment since job characteristics and support play a crucial role in developing satisfaction, OCB, and turnover intentions. A strong organisational culture is required for this. Staff involvement entails mental, emotional, and behavioural states that are characterised by an intense attachment to the job and an appetite to go above and beyond. This article examines the components that have an impact on engagement and the consequences that emerge from high levels of engagement through a review of the literature and empirical data.

Uddin et al. (2019) conducted a study with 236 workers representing a variety of vocations to investigate the effects of personal engagement on team performance. Individuals who take an active role in their line of work are more inclined to succeed by taking part in extra-role behaviours, motivating colleagues, and increasing loyalty, making them good team members, and improving the general organisational atmosphere. Team efficiency, on the other end of the spectrum, refers to the total production and effectiveness of an ensemble of people working together to achieve a single goal.

3. OBJECTIVES

Researchers want to deal with the following objectives in this study:

1. To examine the impact of Perceived organisational support on the level of engagement for women working in the IT service sector in Delhi NCR.
2. To study the factors affecting employee engagement of women working in the IT service sector in Delhi, NCR.

4. RESEARCH GAP

According to the objectives developed, this study tries to respond to and explore the effect of organisational support on the level of engagement for women working in the IT service sector in Delhi NCR and the factors effecting employee engagement for women working in the IT service sector in Delhi NCR.

5. RESEARCH METHODOLOGY

The study examines the effects of perceived organisational support elements on the degree of employee engagement of women working in the IT service sector in the Delhi-National Capital Region. The study uses an approach known as exploratory statistical computing with quantitative data. The questionnaire was intended to be divided into two parts: employee engagement and perceived organisational support, with a pre-approved scale. The reliability, appropriateness, and time required to complete the questionnaire were evaluated as part of the pilot study using a modified Cronbach method. In the study focused on the Delhi NCR region, two questionnaires were employed and Perceived Organisational Support encompassing three distinct appendices: demographic information (6 items), Perceived Organisational Support (14 items), and Employee engagement (16 items). With a target audience of 300 participants, 300 questionnaires were distributed, resulting in 270 timely responses, of which 252 were fully completed and consequently utilized for analysis. Employing a Simple Random Sampling technique, the data collection process was executed through questionnaires. The Likert 5-point scale, ranging from "strongly agree" to "strongly disagree," facilitated participant responses. Analysis involved Excel and SPSS as well as pilot testing, Cronbach, correlation, and regression analysis, aiming to unveil relationships between demographic factors, Perceived Organisational Support and Employee Engagement dynamics.

6. DATA COLLECTION

The study focused on two vital parts: employee engagement and organisational support. A structured and closed-ended questionnaire with questions utilising the Likert 5-point scale was used to collect data. A simple random sampling method was applied. This study's respondents were female IT employees. There were 300 surveys distributed in total. 270 questionnaires were received, with a 90% response rate; out of which some were males whose response were eliminated and finally 252 of the questionnaires were chosen for final analyses, while the remainder were incomplete. Secondary information was acquired from journal papers, government agencies, and annual appraisals of IT companies. Peer-reviewed publications, NASSCOM, MeitY, and other sources provide insightful analysis.

7. NEED OF STUDY

Fostering strong employee engagement is essential in the dynamic field of IT services, where maintaining a competitive advantage is important. However, a large gender gap puts this need in jeopardy. Although women in the IT industry start their careers at a similar point as their male counterparts do, there is a noticeable difference in how quickly they develop in their careers. Notably, there is a paradoxical twist in the climb to senior positions, with male colleagues moving up the ranks considerably younger than their female counterparts.

This disparity gives a clear picture of how women tend to focus their energies on the lower and medium levels of their jobs while men continue to dominate the highest echelons of leadership. A striking difference that demands

careful analysis. It is now necessary to make a deliberate effort to close this gap and move forward with wisdom. We may usher in a period of not only increased engagement but also a peaceful and equitable professional landscape by incorporating gender-sensitive viewpoints and a respect for individual goals into our efforts.

8. SCOPE OF STUDY

Conducted exclusively among randomly selected female employees within the Delhi NCR IT service sector, this survey confined its scope to multinational corporations (MNCs). The study delved into the intricate fabric of employee perceptions regarding the support rendered by their respective employers, dissecting the tangible impact of this support on their degree of involvement. The purpose of this study paper is to delve into the world of women's involvement in the field of information technology (IT) and the service sector within the Delhi National Capital Region (NCR). The study primarily aims to evaluate the effect of organisational encouragement on the level of engagement among female employees. Furthermore, it seeks to identify and comprehend the variety of factors influencing employee engagement within this specific context.

By concentrating on this niche, the research strives to give an extensive and in-depth examination of the connection underlying organisational support and employee engagement in the IT service sector. In a sector marked by a historical penchant for workforce migration between MNCs, start-ups, and local entities, this research carries a unique weight. Its findings resonate beyond individual confines, casting a wide net of relevance across the entirety of Delhi's vibrant IT service industry.

9. DATA ANALYSIS

9.1 Hypothesis

H1: Perceived organizational support is positively associated with employee engagement.

H01: Perceived organizational support is not positively associated with employee engagement.

The survey instrument's dependability. Cronbach's alpha is a reliability coefficient indicator that reveals how effectively the variables are positively associated to each other (Saluja and Sharma, 2019). Cronbach's alpha was 0.800, which is considered an excellent indicator of dependability because it is greater than 0.7.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
.800	.820	30

9.2 Interpretation

9.2.1 Demographic Profiling of Respondents

The study focuses on both women IT employees through four characteristics of respondent profile. They are Age, Gender, Function and Work experience, the table below represent the percentage of the category of the responses.

<u>Sr. No</u>	<u>Category</u>	<u>Frequency</u>	<u>Percent</u>	<u>Valid Percent</u>	<u>Cumulative Percent</u>
Age Group	<25 years	65	24	24	24
2	25-35 years	87	32	32	56
3	35-45 years	57	21	21	77
4	>45 years	61	23	23	100
Total		270	100.0	100.0	
Function	Software	210	78	78	78
	Management/Non-Tech	60	22	22	100
Total		270	100.0	100.0	
Gender	Male	18	7	7	7
	Female	252	93	93	100
Total		270	100.0	100.0	

Work exp.	0-6 years	200	74	74	74
	6-10 years	45	17	17	91
	> 10 years	25	9	9	100
Total		270	100.0	100.0	

9.2.2 Correlation Analysis

	Perceived Organizational Support	Employee Engagement
Perceived Organizational Support	-	
Employee Engagement	0.477*	-

** Correlation is significant at the 0.01 level, * Correlation is significant at the 0.05 level

It describes the relationship that exists between perceived organisational support (POS) and employee engagement. Employee engagement and perceived organisational support (POS) are positively connected. Employee engagement and perceived organisational support (POS) have a high link.

9.2.3 Regression Analysis

	B	T	P
Constant	2.026	11.879	0.0
POS	0.322	9.549	0.0
R square	0.417		
F	91.208		0.0
Durbin Waston	1.900		

***Significant at the 0.01 level. **Significant at the 0.05 level. * Significant at the 0.10 level.

This table shows the association between perceived organisational support (POS) and employee engagement. This ends up resulting in a value of $r = 0.321$ and a value of $p = 0.00$, i.e., 0.01 regarding the link between perceived organisational support (POS) and employee engagement. This reveals that employee engagement is significantly influenced by perceived organisational support (POS). It indicates that perceived organisational support may account for 32.1% of the difference in POS. This table additionally incorporates non-zero t values. When the P value is greater than 25%, this figure is acceptable. The P-value depicts the real level of association.

10. FINDINGS

1. The study sought to investigate the impact of organisational support on employee engagement among women in the Delhi-NCR IT service sector.
2. 252 female employees took part in a study that evaluated both perceived organisational support and employee engagement.
3. They established the dependability of the scale using factor loading analysis, which revealed consistent patterns in participants' responses.
4. According to the data, there is a strong beneficial connection between perceived organisational support and worker engagement. with respondents reporting higher levels of engagement when they sensed more assistance from their organisations.
5. This link was visible across support dimensions, including leadership, professional development opportunities, work-life balance programmes, mentorship, recognition, awards, and effective communication channels.
6. With a mean score of 3.5, female employees place a higher priority on work-life balance and perceived organisational support.
7. Because it offers women employees numerous options for progress, career development is also regarded as a significant aspect.
8. The validity of the scale is confirmed using factor loading.
9. Cronbach's alpha is used to ascertain the dependability of data.

10. All the instruments have a Cronbach alpha greater than 0.80, suggesting that information appears more dependable and can be utilised to conduct further investigation.
11. The high mean value of 3.78 for dedication, on the other hand, suggests that it is an important aspect of engagement among staff members.

12. CONCLUSION

The study discovered a substantial link between perceived organisational support and engagement among women working in the IT service sector in Delhi NCR. A supportive work environment, including skill development, mentorship, and work-life balance programmes, boosted engagement significantly. Effective communication channels, acknowledgement of accomplishments, and career advancement all contributed to increased levels of participation. Work culture, job role clarity, and professional growth opportunities are all factors that influence employee engagement. The study emphasises the importance of both tangible and intangible components in building employee engagement and involvement. To ensure loyal and devoted workers, reduce employee turnover, and enhance efficiency and productivity, top management in the IT business must incorporate this concept into all systems and procedures. Future research should investigate the effects of variables including perceived supervisor support, job autonomy, and job security on employee engagement in the IT sector of Delhi NCR to improve IT functions and processes.

12. LIMITATIONS

This research concentrates on women employees within the Delhi NCR IT service sector, with a specific focus on supervisor assistance, career advancement, and maintaining work-life equilibrium. The outcomes of this study have the potential for broader applicability across other industries, revealing the necessity for tailored engagement approaches to optimise women employees' potential within their professional environments.

1. Sample Size and Generalizability: The study was conducted with a sample size of 252 women employees from the IT service sector in Delhi, NCR.
2. Self-Reported Data: The data collected relied on self-reported responses from participants, which might introduce bias due to social desirability or inaccurate recall.
3. Cross-Sectional Design: The research employed a cross-sectional design, capturing data at a single point in time.
4. The capacity to identify causal linkages between organisational support and employee engagement is hampered as a result. Subjective Nature of Engagement: Employee engagement is a multifaceted and subjective construct influenced by personal perceptions.
- 5.

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