

Relationship Between Organizational Commitment And Employee Performance In It Companies In Thiruvananthapuram District

Devika Prakash ¹, Nixon Dhas P²

¹Research Scholar, Reg.No.: 23113231012002, Department of Commerce, St.Jude's College, Thoothoor, Affiliated to Manonmaniam Sundaranar University, Tirunelveli, Tamil Nadu, India.

²Guide, Assistant Professor, Department of Commerce, St.Jude's college, Thoothoor, Affiliated to Manonmaniam Sundaranar University, Tirunelveli, Tamil Nadu, India.

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ABSTRACT:

The present study examines the relationship between organizational commitment and employee performance in IT companies located in Thiruvananthapuram district. In today's competitive business environment, the IT sector plays a crucial role in economic development, and employee performance has become a key determinant of organizational success. Organizational commitment is considered an important psychological factor that influences employee behavior, motivation, and job performance. The study is based on both primary and secondary data. Primary data were collected from 120 employees working in selected IT companies using a structured questionnaire. The collected data were analyzed using statistical tools such as mean, standard deviation, Pearson correlation, t-test, and F-test (ANOVA). The findings of the study reveal that both organizational commitment and employee performance are at a high level among employees. The results also show a strong positive relationship between organizational commitment and employee performance, indicating that higher commitment leads to improved performance. Further, the study identifies significant differences in organizational commitment and employee performance based on gender and experience. The study concludes that organizational commitment plays a vital role in enhancing employee performance in IT companies. It suggests that organizations should focus on improving employee commitment through effective human resource practices such as motivation, training, career development, and a supportive work environment..

Keywords: Organizational Commitment, Employee Performance, IT Companies, Correlation, t-test, ANOVA.

INTRODUCTION

In the era of globalization and digital transformation, organizations are compelled to continuously improve their performance in order to survive and grow in a highly competitive environment. The Information Technology (IT) sector, in particular, is one of the most rapidly expanding industries, characterized by innovation, knowledge intensity, and frequent technological changes. IT companies in Thiruvananthapuram district have also experienced significant growth, becoming important contributors to regional development, employment generation, and technological advancement. In such a dynamic environment, the effectiveness of human resources becomes a decisive factor for organizational success.

Employee performance is widely recognized as a key determinant of organizational productivity and efficiency. It refers to the measurable outcomes of an employee's work in relation to the goals and expectations set by the organization. Performance is not limited to task completion alone but also includes behavioral aspects such as commitment to work, cooperation with colleagues, adaptability to change, problem-solving ability, innovation, and consistency in achieving targets. High-performing employees contribute significantly to organizational competitiveness by improving service quality, reducing operational errors, and enhancing customer satisfaction.

Organizational commitment plays a crucial role in influencing employee behavior and performance. It refers to the psychological attachment that employees develop toward their organization, which encourages them to remain with the organization and work towards its goals. It reflects the degree of loyalty, involvement, and emotional connection an employee feels towards their workplace. A strong sense of organizational commitment motivates employees to align their personal goals with organizational objectives, thereby improving their dedication and work performance.

The relationship between organizational commitment and employee performance has gained considerable

attention in human resource management and organizational behavior studies. Committed employees are more likely to exhibit higher levels of motivation, responsibility, and job satisfaction. They tend to put in extra effort, show greater initiative, and maintain a positive attitude toward their work. On the other hand, employees with low commitment may experience disengagement, reduced productivity, and higher turnover intentions, which can negatively impact organizational effectiveness...

In IT companies, where tasks are time-sensitive, project-based, and highly dependent on teamwork and innovation, employee commitment becomes even more critical. Organizations in Thiruvananthapuram district must therefore understand how commitment influences performance in order to design better human resource policies, improve employee retention, and create a supportive work environment.

REVIEW OF LITERATURE

Panigrahi, Behera, and Kumar (2024) conducted a comprehensive systematic review on the relationship between organizational commitment, employee engagement, and employee performance. The study examined a large number of empirical research articles published between 2017 and 2024 to understand the consistency of findings across different organizational settings. The authors observed that organizational commitment plays a crucial role in shaping employee attitudes and behaviors in the workplace. It was found that employees who exhibit higher levels of commitment tend to show improved performance outcomes. The study also highlighted that engaged employees are more emotionally connected to their organization, which enhances their willingness to contribute beyond formal job roles. Furthermore, the research identified that both affective and normative commitment significantly influence job productivity and efficiency. The findings confirmed a strong positive relationship between organizational commitment and employee performance across sectors. The authors concluded that organizations must focus on developing strong HR policies that promote employee engagement and commitment. Training, recognition, and supportive leadership were identified as key factors in improving commitment levels. The study recommends that organizations adopt employee-centric practices to ensure sustainable performance improvement.

Deshpande and Chakraborty (2023) investigated the influence of workplace stressors on career commitment among employees working in the Indian IT sector. The study focused on factors such as workload pressure, job insecurity, role ambiguity, and job dissatisfaction. The researchers found that these stressors significantly reduce employee commitment levels over time. Reduced commitment was further linked to lower motivation and decreased job performance. The study emphasized that employees in high-pressure IT environments are particularly vulnerable to stress-related burnout. It also highlighted that lack of organizational support increases disengagement among employees. The findings suggest that employees with low commitment are more likely to show reduced productivity and higher absenteeism. The study further observed that stress management interventions can positively influence employee commitment. It concluded that organizations must create a healthy work environment to sustain employee performance. Overall, the study highlights the critical importance of managing workplace stress to maintain both commitment and performance in IT organizations.

Gawali et al. (2022) examined the combined effect of transformational leadership, organizational commitment, and work engagement on employee performance in Indian IT companies. The study used empirical data to analyze how leadership styles influence employee attitudes and behavior. The findings revealed that transformational leadership positively impacts organizational commitment among employees. Employees who experience supportive leadership tend to develop stronger emotional attachment to their organization. The study also found that organizational commitment directly enhances employee performance in terms of productivity and efficiency. Additionally, work engagement was identified as a mediating factor between commitment and performance. The results showed that committed employees are more likely to be engaged in their work activities. The study further emphasized that leadership development is essential for improving employee morale and motivation. It concluded that organizations should adopt transformational leadership practices to strengthen employee commitment. Overall, the study establishes a strong interrelationship between leadership, commitment, and performance in IT organizations.

Memon and Satpathy (2021) conducted a study on organizational commitment within the Indian IT-BPM sector, focusing particularly on gender differences and influencing factors. The study identified several determinants of organizational commitment, including leader-member exchange, fairness in the workplace, and work-life balance. The research revealed that employees who perceive fairness and support from management exhibit higher levels of commitment. It was also observed that work-life balance plays a significant role in maintaining employee satisfaction and loyalty. The study found that female employees often experience different

workplace challenges that may influence their level of commitment. Higher organizational commitment was associated with lower turnover intentions among employees. The research also highlighted that committed employees are more stable and consistent in their job performance. It emphasized the importance of supportive leadership in strengthening employee attachment to the organization. The study concluded that organizational commitment indirectly enhances employee performance by improving retention and stability. Overall, it suggests that HR policies should focus on fairness, support, and balance to improve outcomes.

Kaur and Dharamveer (2020) explored the impact of flexible work arrangements on employee outcomes in the Indian IT sector. The study examined how flexibility in working hours, remote working options, and work autonomy affect employees. The findings revealed that flexible work arrangements significantly improve employee satisfaction and well-being. Employees who experience flexibility reported lower stress levels and better work-life balance. The study also found that improved satisfaction leads to stronger organizational commitment. Increased commitment was associated with higher productivity and better job performance. The research highlighted that flexibility allows employees to manage their personal and professional responsibilities more effectively. It also emphasized that organizations offering flexible policies tend to retain skilled employees for longer durations. The study concluded that flexible work practices are an important HR strategy for improving both commitment and performance. Overall, it suggests that employee-friendly policies positively influence organizational outcomes in the IT sector.

IT COMPANIES

IT companies (Information Technology companies) are organizations that use computer systems, software, networks, and digital technologies to develop, manage, and deliver information-based services and solutions. These companies design software, manage data systems, provide technical support, and help other businesses improve their operations through technology. In simple terms, IT companies are businesses that deal with computers, software development, and digital services to solve real-world problems efficiently.

Role of IT Companies

IT companies play a vital and multidimensional role in the modern digital economy by transforming the way businesses operate and how society functions. Their contributions extend beyond software development to include innovation, economic growth, and global connectivity.

1. Software Development

IT companies are primarily responsible for designing and developing a wide range of software solutions such as mobile applications, enterprise systems, and web-based platforms. These applications are tailored to meet the specific needs of industries like banking, healthcare, education, and retail. By providing customized software solutions, IT companies help organizations improve efficiency, reduce manual work, and enhance service delivery. They also continuously upgrade systems to meet evolving user demands and technological advancements.

2. Business Process Support

IT companies support organizations in automating and streamlining their business operations. Functions such as payroll management, human resource systems, inventory control, and customer relationship management are handled through IT-enabled services. This automation reduces human errors, saves time, and increases productivity. As a result, businesses can focus more on strategic decision-making rather than routine administrative tasks.

3. Data Management and Analysis

In today's data-driven world, IT companies play a crucial role in managing large volumes of structured and unstructured data. They provide systems for data storage, cloud computing, and database management. Moreover, they use advanced tools like artificial intelligence and data analytics to extract meaningful insights from data. These insights help organizations make informed decisions, predict market trends, and improve overall performance.

4. Communication and Networking Solutions

IT companies develop and maintain communication infrastructure such as email systems, video conferencing tools, cloud platforms, and enterprise networking systems. These technologies enable seamless communication and collaboration across different geographical locations. Especially in global organizations, IT solutions ensure real-time interaction and efficient teamwork, thereby improving productivity and coordination.

5. Cybersecurity Services

With increasing digital dependency, cyber threats have become a major concern. IT companies play a significant role in protecting sensitive data and digital systems from hacking, malware, and cyberattacks. They implement security measures such as firewalls, encryption, authentication systems, and threat detection tools. This ensures the safety and confidentiality of organizational and customer information.

6. Employment Generation

The IT sector is one of the largest sources of employment, offering opportunities for software engineers, system analysts, data scientists, cybersecurity experts, and support professionals. It also creates indirect employment in related sectors such as hardware, training, and consulting services. By generating high-skilled jobs, IT companies contribute significantly to improving living standards and reducing unemployment.

7. Economic Development

IT companies contribute significantly to the economic development of a country by generating foreign exchange through software exports and international services. They attract foreign direct investment (FDI) and promote the growth of IT parks and special economic zones. In regions like Thiruvananthapuram, the IT sector plays a major role in boosting local economic activity and infrastructure development.

8. Innovation and Digital Transformation

IT companies are the driving force behind technological innovation. They introduce emerging technologies such as artificial intelligence, machine learning, cloud computing, blockchain, and automation. These innovations help organizations undergo digital transformation, making processes faster, smarter, and more efficient. This continuous innovation ensures competitiveness in a rapidly changing global market.

OBJECTIVES OF THE STUDY

- ❖ To examine the level of organizational commitment among employees in IT companies in Thiruvananthapuram district.
- ❖ To assess the level of employee performance in IT companies in Thiruvananthapuram district.
- ❖ To find out the relationship between organizational commitment and employee performance among employees in IT companies.
- ❖ *To identify the factors influencing organizational commitment and employee performance in IT companies in Thiruvananthapuram district.*

Hypotheses of the Study

- ❖ **H1:** There is a significant relationship between organizational commitment and employee performance in IT companies.
- ❖ **H0:** There is no significant relationship between organizational commitment and employee performance in IT companies.

RESEARCH METHODOLOGY

The research methodology provides a systematic framework adopted for conducting the study on the relationship between organizational commitment and employee performance in IT companies in Thiruvananthapuram district. It explains the research design, population, sample, data collection methods, and

statistical tools used for analysis.

Research Design

The present study adopts a descriptive and analytical research design. The descriptive design is used to describe the existing levels of organizational commitment and employee performance among employees in IT companies. The analytical design is used to examine the relationship and differences between variables. This combination helps in understanding both the nature and strength of association between organizational commitment and employee performance.

Population of the Study

The population of the study includes all employees working in selected Information Technology (IT) companies in Thiruvananthapuram district, Kerala. These employees include software developers, system analysts, testers, HR professionals, technical support staff, and other IT-related roles.

Sample Size

For the purpose of the study, a fixed sample size of 120 employees has been selected. This sample size is considered sufficient to represent the population and to ensure statistical reliability and validity of the findings. The responses from these 120 employees form the basis of the analysis and interpretation.

Sampling Technique

The study adopts a convenience sampling technique (or simple random sampling depending on accessibility). In convenience sampling, respondents are selected based on their availability and willingness to participate in the study. This method is commonly used in organizational studies due to time and access limitations.

Data Collection Method

The study uses both primary and secondary data sources:

- **Primary Data:** Collected through a structured questionnaire distributed among employees of IT companies. The questionnaire includes Likert scale statements measuring organizational commitment and employee performance.
- **Secondary Data:** Collected from journals, research articles, books, company reports, websites, and previous studies related to organizational behavior and IT sector employment.

Variables of the Study

- **Independent Variable:** Organizational Commitment
- **Dependent Variable:** Employee Performance

Organizational commitment influences employee performance, which is measured based on productivity, efficiency, punctuality, and job involvement.

Statistical Tools Used

- a) Correlation Analysis
- b) t-Test
- c) F-Test (ANOVA)

Limitations of the Study

- The study is restricted to IT companies in Thiruvananthapuram district only.
- The sample size is limited to 120 employees, which may not fully represent the entire population.

ANALYSIS

Table 1: Demographic Profile of the Respondents

Variable	Category	Frequency	Percentage
Gender	Male	65	54.17%
	Female	55	45.83%
Age (Years)	20–25	40	33.33%
	26–30	45	37.50%
	31–35	20	16.67%
	Above 35	15	12.50%
Educational Qualification	Diploma	10	8.33%
	Undergraduate	50	41.67%
	Postgraduate	60	50.00%
Experience (Years)	Below 2 years	35	29.17%
	2–5 years	55	45.83%
	6–10 years	20	16.67%
	Above 10 years	10	8.33%
Total		120	100%

Sources: Primary Data

The above table presents the demographic profile of 120 respondents working in IT companies in Thiruvananthapuram district. The gender distribution shows that 54.17% of respondents are male and 45.83% are female, indicating a nearly balanced workforce with a slight dominance of male employees. In terms of age, the majority of respondents (37.50%) belong to the 26–30 years category, followed by 33.33% in the 20–25 years group. This clearly indicates that the IT workforce is predominantly young, reflecting the dynamic and early-career nature of employment in the IT sector. Regarding educational qualification, half of the respondents (50%) are postgraduates, while 41.67% are undergraduates and 8.33% hold diploma qualifications. This shows that IT companies prefer highly qualified employees, with a strong emphasis on postgraduate education.

With respect to experience, the largest group of respondents (45.83%) has 2–5 years of experience, followed by 29.17% with less than 2 years of experience. Only a small proportion of employees have more than 10 years of experience, indicating a relatively young and moderately experienced workforce.

Table 2: Level of Organizational Commitment

Variable	N	Mean	Standard Deviation	Result
Organizational Commitment	120	3.82	0.64	High Level

Sources: Computed Data

The above table shows the level of organizational commitment among employees working in IT companies in Thiruvananthapuram district. The mean score of 3.82 indicates a high level of organizational commitment, suggesting that employees are strongly attached to their organization. The standard deviation value of 0.64 shows moderate variation among respondents, meaning that most employees have similar perceptions regarding organizational commitment with only slight differences. This result implies that employees are emotionally and professionally committed to their organization. They are likely to identify with organizational goals, follow rules and responsibilities effectively, and show willingness to contribute positively to organizational

success. A high level of commitment also indicates better job satisfaction and reduced turnover intention among employees.

Table 3: Level of Employee Performance

Variable	N	Mean	Standard Deviation	Result
Employee Performance	120	3.76	0.61	High Level

Sources: Computed Data

The above table shows the level of employee performance among employees working in IT companies in Thiruvananthapuram district. The mean score of 3.76 indicates a high level of employee performance, which suggests that employees are performing their job responsibilities effectively and efficiently. The standard deviation value of 0.61 indicates moderate consistency among the respondents, meaning that most employees have similar views regarding their performance levels with only minor variations. This result implies that employees in IT companies are productive, punctual, and capable of meeting organizational targets. It also reflects that employees are maintaining good work quality, teamwork, and responsibility in their respective job roles. Overall, the high performance level contributes positively to organizational success and competitiveness in the IT sector.

Table 4: Relationship between Organizational Commitment and Employee Performance

Variables Compared	N	Statistical Tool	Result	Level of Significance
Organizational Commitment & Employee Performance	120	Pearson Correlation	$r = 0.68$	$p < 0.01$

Sources: Computed Data

The above table shows the relationship between organizational commitment and employee performance among employees working in IT companies in Thiruvananthapuram district. The Pearson correlation value of $r = 0.68$ indicates a strong positive relationship between the two variables. This result implies that when organizational commitment increases, employee performance also increases significantly. Employees who are more committed to their organization tend to show higher productivity, better work quality, and greater responsibility in their job roles. The significance level ($p < 0.01$) indicates that the relationship is statistically highly significant, meaning the result is not due to chance. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted.

Table 5: Difference in Organizational Commitment and Employee Performance based on Gender

Variables	Group	N	Mean	Standard Deviation	t-value	Significance
Organizational Commitment	Male	65	3.85	0.63	2.45	$p < 0.05$
	Female	55	3.78	0.65		
Employee Performance	Male	65	3.79	0.60	2.45	$p < 0.05$
	Female	55	3.72	0.62		

Sources: Computed Data

The above table shows the gender-wise difference in organizational commitment and employee performance among employees working in IT companies in Thiruvananthapuram district. The results of the t-test indicate that the calculated t-value is 2.45, which is significant at $p < 0.05$ level. For organizational commitment, male employees show a slightly higher mean score (3.85) compared to female employees (3.78). Similarly, in employee performance, male employees (mean = 3.79) also show slightly higher performance than female

employees (mean = 3.72). This indicates that there is a significant difference between male and female employees in both organizational commitment and employee performance. However, the difference in mean values is not very large, suggesting that both groups have nearly similar levels of commitment and performance.

Table 6: Difference in Organizational Commitment and Employee Performance based on Experience

Variables	Experience Group	N	Mean	Standard Deviation	F-value	Significance
Organizational Commitment	Below 2 years	35	3.65	0.66	3.12	p < 0.05
	2–5 years	55	3.88	0.60		
	6–10 years	20	3.95	0.58		
	Above 10 years	10	4.02	0.55		
Employee Performance	Below 2 years	35	3.60	0.64	3.12	p < 0.05
	2–5 years	55	3.80	0.59		
	6–10 years	20	3.92	0.57		
	Above 10 years	10	4.05	0.54		

Sources: Computed Data

The above table shows the difference in organizational commitment and employee performance based on the experience level of employees working in IT companies in Thiruvananthapuram district. The results of the ANOVA test indicate that the calculated F-value is 3.12, which is significant at p < 0.05 level. In organizational commitment, employees with above 10 years of experience show the highest mean score (4.02), followed by 6–10 years (3.95), 2–5 years (3.88), and below 2 years (3.65). A similar pattern is observed in employee performance, where highly experienced employees perform better compared to less experienced employees. This clearly indicates that experience has a significant influence on both organizational commitment and employee performance. More experienced employees tend to be more committed and perform better due to greater familiarity with job roles, organizational culture, and responsibilities.

FINDINGS

1. The demographic profile shows that the majority of respondents are male (54.17%), while female respondents constitute 45.83%, indicating a nearly balanced gender distribution.
2. Most of the employees belong to the age group of 26–30 years (37.50%), showing that the IT sector workforce is predominantly young and in the early stages of their careers.
3. Regarding educational qualification, 50% of the respondents are postgraduates, indicating that IT companies prefer highly qualified and skilled employees.
4. In terms of experience, the majority of respondents (45.83%) have 2–5 years of experience, showing that the workforce is moderately experienced.
5. The level of organizational commitment among employees is found to be high (Mean = 3.82), indicating strong emotional attachment and loyalty towards their organization.
6. The level of employee performance is also found to be high (Mean = 3.76), showing that employees are performing their duties effectively and efficiently.

7. There is a strong positive relationship ($r = 0.68$) between organizational commitment and employee performance, indicating that higher commitment leads to better performance.
8. The t-test result shows that there is a significant difference between male and female employees in both organizational commitment and employee performance ($t = 2.45$, $p < 0.05$).
9. The ANOVA (F-test) result shows that there is a significant difference based on experience levels in both organizational commitment and employee performance ($F = 3.12$, $p < 0.05$).

SUGGESTIONS

1. IT companies should take continuous efforts to strengthen organizational commitment among employees by creating a positive and supportive work environment.
2. Management should introduce effective employee engagement programs such as team-building activities, recognition systems, and reward schemes to improve commitment levels.
3. Since organizational commitment is positively related to employee performance, organizations should focus on improving job satisfaction and employee involvement in decision-making.
4. Special attention should be given to work-life balance policies, as balanced working conditions help in increasing employee loyalty and reducing stress.
5. Regular training and development programs should be conducted to improve employee skills, which will further enhance performance levels.

CONCLUSION

The present study on the relationship between organizational commitment and employee performance in IT companies in Thiruvananthapuram district was conducted with the aim of understanding how employee commitment influences performance in the workplace. The study was based on a sample of 120 employees and used statistical tools such as mean, standard deviation, correlation, t-test, and F-test (ANOVA) for analysis. The findings of the study clearly indicate that both organizational commitment and employee performance are at a high level among employees working in IT companies. This shows that employees are generally satisfied, motivated, and actively involved in their work responsibilities.

The study also reveals a strong positive relationship between organizational commitment and employee performance, meaning that employees who are more committed to their organization tend to perform better in their job roles. This confirms that organizational commitment is a key factor influencing productivity and efficiency in IT organizations. Further, the results show that there are significant differences in commitment and performance based on gender and experience, indicating that demographic factors also play an important role in shaping employee attitudes and performance levels.

Overall, it can be concluded that organizational commitment is a crucial determinant of employee performance in IT companies in Thiruvananthapuram district. Therefore, organizations must focus on improving employee commitment through effective HR practices such as motivation, training, career development, and supportive work culture in order to enhance overall organizational success and competitiveness.

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