

# Organisational Culture and Its Social Impact on Employee Commitment and Performance in Hyderabad Information Technology Companies

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KEYWORDS	ABSTRACT
Organizational Culture, Corporate Social Responsibility, Leadership Style, Work Environment, Organizational Policies, Team Dynamics and Emotional Intelligence	The article seeks to explore how the above cultural dimensions influence the emotional commitment, job contentment and performance of the workers in the cut throat IT industry. The study also examines relevant cultural factors including communication management, management of innovation, reward management, and leadership endorsement to bring about improvement in culture commitment and performance. The work therefore adopted a quantitative research design and the selection of 300 IT employees from Hyderabad. For respondents' selection, convenience sampling was employed to acquire responses because of constraints in time and resources. Questionnaire was developed through the existing literature on organizational culture, employee commitment and performance. Future research could extend farther the focus of the study to other industries and other regions to encompass a broad range of Organization culture and Employee commitment and how this influences performance. The results of this study offer valuable visions for HR practitioners and leaders in IT companies. Through fostering a strong, inclusive, and adaptable organizational culture, companies can enhance employee commitment and performance, ultimately achieving long-term success in a highly competitive sector. Additionally, this study underscores the importance of investing in cultural alignment and social cohesion as integral components of employee engagement strategies.

## Introduction

As individuals, businesses that operate in this field find themselves under constant threat of competition and the constant hunt for human talent in the competitive industry. Hyderabad being one of the important IT destinations of India is host to numerous IT organizations which are operating intense, ever competitive and global arena. It should also be noted that organizational culture is an essential factor in generating particular levels of commitment and performance among knowledge workers across various industries including Information Technology (IT). It has been identified that high levels of commitment leads to high levels of job satisfaction, little turnover and improved productivity. In the same way, the working capacity of the employees depends not only on technical measures but on the motivational, communicative, and orientated company culture. However, there is a lack of literature knowledge about the relationships between Organisational commitment and such critical characteristics of the employees in the IT

industry and a fast growing city like Hyderabad. Ahmadi Ardebilpour et al. (2024). It is established that a supportive culture improves people's level of engagement so that they become more committed. Perceived organizational support therefore enhances this relationship indicating that organizations putting their cash in positive cultural enhancement practices and engagement policies shall reap improved dedication and retention of their subordinates leading to organizational gains. Bhatt et al. (2024) findings show that positive organizational culture and personal-organization fit have a negative impact on turnover intentions and employee engagement partially mediates this relationship. This work raises awareness of needs for specific cultural and engagement approaches suitable for maintaining IT talent in desired locations. Research proves that growth minded cultures increase the trust, collaboration and commitment whereas fixed minded stands as barriers to organizational integration. In light of this, this study calls for embracing of growth mindsets as a means of fostering the firms' relationships and long-term performance. Carvalho et al. (2018) examined the cross-sectional relationship between organizational culture, organization commitment and job satisfaction. The results indicate that Manufacturing firms with a more heterogeneous culture have higher levels of job satisfaction and organizational commitment. The authors also specify the interaction between these factors and state that improving the actual culture helps to have the positive effect on employees, yielding the organizations' profit. Organizations that support engagement and commitment of employees through the environment can improve overall productivity as well as a competitive edge. Choon et al. (2018) suggest exactly what this paper also evidenced: engagement is boosted through transformational leadership and consequently, performance is boosted too. According to the authors, organizations should consider leadership development programs to enhance engagement and performance through inspiring leadership orientations. Bireswari (2013) empirical study aims at examining the correlation between employee attitudes, employee behaviors and organizational performance in Bangalore IT business. This research discovers that positive attitudes of the employees and constructive approaches within their working environment improve its organizational performance significantly.

### **Research Background**

In the general management of employees, the previous research has established organizational culture as fundamental. However, a large share of the researched work covers either the Western countries or large enterprises, which does not allow comparing with the context of Hyderabad's IT sector properly. As we know IT industry has come up as one of the strongest growth catalysts for India's economy which has a tremendous contribution in its GDP and Employment percentage today. Like any other IT city of India, there are certain challenges that Hyderabad has as a part of its corporate world, namely, turnover rates, job pressure and the learning needs of the transformation process. These challenges are confronted to be dealt using the organizational culture as a means of channeling a belief of oneness, objectives achievement and work environment support. From the study it will be seen that the culture is made up of policies, practices and norms and is one of the key determinants that can make or mar an organisation. This research discover that cultural congruency function effectively with the organisational objectives since it facilitates teamwork, innovation as well as productivity enhancement among the workers. The study also examines the management of the people and how leadership acts the part in the development and sustenance of the right culture. It could be seen that awareness and acceptance of organisational culture may result great chance and adoption, internal and external environments of an organisation could be produced. Messner (2013) tries to identify the

organisational culture factor impact. To a certain extent the work recommends that the positive and supporting working environment is undoubtedly one of the most efficient approaches under discussion since it gives the result in terms of providing employees with behavioral commitment as they share the safety sense that they are part of the company. Many issues such as the openness of communication, management support, and professional development needs stand out to precipitate the development of this commitment. The study also points that organizational culture should be considered as the key issue for organisations operating in the field of IT services which is going to establish the effective organizational conditions for talented people and then maintain the competitive advantage in the condition of the growing market. Since this is a doctorate study it indicates that organizational commitment and job satisfaction depend on parameters like leadership, work environment and promotion. Organizational commitment is realized through degree of perceived organisation support and clearly described roles valued through employer besides being satisfied through the employees. Two significant recommendations can be drawn from the results: The IT companies in Bangalore, therefore, require to be more sensitive to Communication, Suri and Abbott (2013) focused on the experience of working culture in India with a reference to cultural IT islands and a social change that occurs. The research proves that the Indian cultural orientation coupled with new age western cultures creates both a risk and possibility for it workers. All of the investigated institutions is faced with such levels of Indian employees between the 'power distance' and family-oriented culture on one side and the 'performance meritocracy,' American/Western on the other side. Surprisingly, such integration of these cultural dimensions intervenes with the practice and performance of the employee. It describes how organisations have to wake up and handle these cultural phenomena in order to establish an appropriate order of working.

### **Theoretical background**

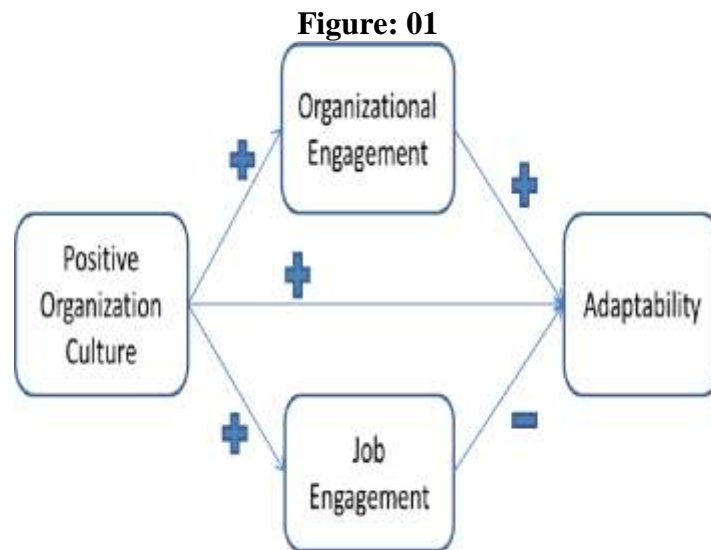
**Organizational Culture:** Organizational culture is a system of ideas that regards the manner which people within an organization perceive, experience, and acknowledge certain phenomena. This comprises the artefacts (risks, rituals, symbols and workspaces) and the non-artefacts (values and assumptions). Each of the four elements of strong organisational culture is essential in supporting work, increasing cohesion and contributing to the achievement of organisational goals. For example, a clan culture presupposes close-knit team and people orientation, while the market culture is competitive and outcome oriented. In Hyderabad, organizational culture could be a blend of the traditional structured society with hierarchy respect, collectivism principles and the business world. Employers in this area build on the Telangana focus linking with people and community making it a unique corporate culture. Organizational culture has a critical role of providing a framework through which changes in behavior, commitment, and attitude of employees can be addressed with regard to organizational values. **Ardebilpour et al.(2024)** however, explored the effects of organizational culture on the commitment and job performance of employees in organizations basing his study on the moderating effect of employee engagement and perceived organizational support. The authors note that a positive organisational culture means trust, teamwork, and values that improve the level of interest of employees. Every employee, when involved in work processes, gets more attached to their duties and the objectives of the organization, and this escalates commitment. Moreover, other forms of perceived support provided by the organizations in the form of care and recognition of their welfare only make employees to develop a AS strong affinity towards organizations. Thus, the study comes to the end indicating that, staff engagement enhances the commitment levels required among employees.

**Social Impact of Organizational Culture:** The social dimension of organizational culture in this case concerns comprehensive social construction of the organisational climate in terms of positive, cooperative, and supportive. A cultures that are well structured are characteristics by strong trusting relations, collaboration, and mutual respect hence endowment the employees a sense of ownership. The case is also true for Hyderabad where organizations pay efforts to address cultural diplomacy, under which conditions workers prefer to maintain harmony on account of diversity and diverse language. Organizational networking is observed in employees' interaction, organizational integration and support systems that foster communication and address organizational issues. It increases morale, decreases turnover, and can foster an organizational identity. Some firms located in Hyderabad practices cultural events such organizational events that promotes cultural festivals and occasions to increase employee morale and unity based on cultural relativism. The social aspect of organizational culture also forms part of the trust and loyalty systems employed for the good cause of ensuring that employees not only have motivation, but also belong to that organization. **Aranki et al.,(2019)** analyzed the correlation between the organizational culture and the organizational commitment of employees in the workplace. The authors insist that organizational culture, which is primary, secondary, and developed from values, norms and practices, has an enormous impact on the employee's attitudes and behavior. The authors note that a positive organisational climate means a high degree of committed organisational culture which will in turn lead to higher degree of employee commitment due to increased organisational trust, organisation identity, and organisational commitment.

**Employee Commitment:** Job commitment may be described as the level of psychological bond that workers have with organizations they work for. It is typically classified into three types: affective commitment (warmth), continuance commitment (perceived barriers to change), and normative commitment obligatory commitment. Another reason organizations with well-developed, congruent culture promotes affective commitment because it means employees are closely related to their work culture, and have affinity with the organizations' values. In Hyderabad and other organizations, more normative and continuance commitment tends to come from higher power and organizational politics, respect for authorities, obvious and intricate group decisions. For example, the social relations might compel an employee to stick to that company or else, the assumption of stability might also make the employees stick to the company. Factors that support commitment include caring organizational culture with issues to do with career development, reward and recognition, and diversity. The research also found that increased commitment level means reduced turnover; increased productivity and increased work force that is committed to the success of the organization. Given the increasing concern with employee engagement and as a part of **Dai and Qin (2016)** study of POS and its relation with employee engagement mediated by identification and justice. The study affirmatively underlines the idea that POS – employee organization relations which define to what extent the opinion of the organization where employees work reflects the degree of its appreciation and caring about their contributions, as well as their needs and concerns, is the key to a high level of engagement. The mediating variable, organizational identification, is an employee's perception of similarity of interest with the organization, which adds on emotional connection.

**Employee Performance:** Performance of the worker is an indication of the efficiency, creativity, and output of workers to the achievement of organizational goals. An effective culture not only speaks to the manner in which the organizational culture enhances high performance but also to

the enhanced support that is offered to the employee so that their spirit can be adopted to the organizational goals. Promoters of performance consist of communication, appreciation, and integration of employee responsibilities and duties with those of the organization. Here in the Hyderabad companies' performance is sometimes boosted through the cultural practices coupled with modern performance management systems. Team works cultural values promote team work and creation while procedural value system assures order and direction necessary in delivery of duties among employees. Others include, social support from co-workers, relations at work and places of work enhances morale and reduces stress. In conclusion, appreciation of the employee in an organization not only improves work output, ideas and happiness but is key to sustainable performance.



Source:<https://figures.semanticscholar.org/7030a6a9a780aad912fb786395dfd43d2246a6eb/21>

## Literature review and Research agenda

Hemantha kumara (2024) investigated the mediating role played psychological wellbeing on the level of organizational commitment and job satisfaction in the context of IT employees. The results show the importance of considering programs related to mental health concern in organizations where such factors as management of stress in workplaces in addition to encouraging healthy practicing cultures at the workplace. Thus, the focus on the promotion of the employees' psychological well-being would help organizations increase both commitment and satisfaction, and, consequently, produce better organisational effects. Krishnamoorthy and Aisha (2022) examined the factors contributing to the turnover intention decision of employees in the IT sector in Bangalore City through a mode of empirical investigation. In the present study, determinants of retention are analyzed and determined to include job satisfaction, promotion opportunities, flexible schedules, and organizational culture. Indeed the study shows that the organizational environment affects retention rates positively while strong career management practices enhances the rates of retention. Based on the study, specific retention programs like providing attractive employee benefits, promoting employee friendly leadership and working on satisfaction level of the individual employees should be adopted since high turnover is a catastrophic issue in IT industry of Bangalore as noted through Shilpa (2023). The paper reveals



that talent employees' job satisfaction levels appear to be influenced through adequate pay, reasonable work hours, promotion opportunities, and organizational environment. The resulting show positive correlation between the job satisfaction and productivity and retention level as most of the employees are engaged and loyal. The research findings helps to stress the need for organisations to attend to the concerns of the employees and create a positive working environment for increasing organisational satisfaction as well as performance in a competitive environment such as the IT sector. Bireswari (2013) reveal that positive employee attitudes, such as high job satisfaction and a sense of belonging, significantly enhance organizational performance. Moreover, supportive work environments and effective leadership are critical in shaping employee behaviors that align with organizational goals. The study concludes that fostering a positive organizational climate and addressing employee needs can lead to improved performance in the IT sector. Canning et al. (2019) investigated how organizational mindsets, specifically "cultures of genius" (belief in fixed talent) versus "cultures of development" (belief in growth and learning), influence workplace cultural norms, trust, and employee commitment. Drawing on data from multiple organizations, the study finds that cultures of genius are associated with less collaboration, lower trust among employees, and reduced organizational commitment. In contrast, organizations that promote growth mindsets create supportive cultural norms that foster trust and enhance employee commitment.

### **Research Gap**

Organizational culture may therefore mean the structure of an organization which is contained in beliefs, attitudes and patterns of behaviour. Although there is empirical literature on the organizational culture in a number of industries, relatively little has been written about the effect of culture on the IT industry in India especially in the city of Hyderabad. Current research studies do not adequately address how cultural context influences employees' work and what culture within organizations entails. However, most studies are based on a qualitative paradigm or sample a small and homogeneous population, significantly reducing generalizability of the results. This research aims to fill this gap through assessing the impact using a quantitative method on a large, and diverse sample of 300 IT employees in Hyderabad. Offering a perspective on communication, innovation, recognition and leadership as cultural dimensions in the studies, this research offers an insight into correlation between organizational culture and employee commitment and performance. It also looks at the aspect of culture as an important social issue relating to the relationships at the workplace, which is relatively discussed in the current literature. The research questions for this study are as follows: How does organisational culture influence employee commitment and work performance of employees? The research work is restricted to Information Technology firms operating in the s Hyderabad city of India.

### **Significance of the Study**

The study is useful for different people at the organizational level – organizational leaders, HR practitioners, and policymakers. Consequently, through identifying organizational culture and its association with both, employee commitment and performance, this research offers practical recommendations for optimizing organizational practices and related arenas in Hyderabad's IT companies. To business, cultivating a contiguous and robust culture performs as an encouraging factor for enhancing employee turnover rate and job satisfaction as well as excellent performance indicators. From the perspective of employees there is a chance for cultural competency to

improve the climate in the workplace and the advancement of the employees' careers. Moreover, this work enriches empirical and theoretical knowledge through closing this contextual gap and revealing data from a non-Western, quickly developing sector. It also assesses the socio aspect of the organizational culture, with the view of bringing out the factor that supports teamwork.

### **Statement of the Problem**

Like in all other industries, it is seen that the IT sector in Hyderabad dealing with problems like high turnover rates, low commitment and stress issues among the employees. To this, many of these challenges are blamed on lack of match between the organizational culture and employee expectations. What people end up seeing is that companies talk a lot about culture, but the norm is not doing a great job of translating these values into things employees care about and can act on. This gap can result to low commitment, suboptimal performance, and organizational losses. Surprisingly, there are few studies that examine the effects of organisational culture on employees in Hyderabad's IT industry Employees who exhibit strong commitment to their organization and are actively engaged in their work tend to perform at higher levels. The findings suggest that fostering a work environment that promotes both commitment and engagement is essential for optimizing employee productivity and achieving organizational goals. The study emphasizes the need for management strategies that prioritize employee well-being, motivation, and alignment with organizational objectives.

### **Objectives**

1. To study employee perceptions of the social impact on employee commitment and performance.
2. To examine the factors influencing the social impact on employee commitment and performance.
3. To analyze the impact of age on variables such as employee commitment and organizational culture.

### **Research Methodology**

In this study, data was collected from 300 IT employees' through convenience sampling in Hyderabad. This sampling technique was used because of practical, accessibilities due to time and resources available. Data was collected using self-administered questionnaires that consisted of standardized scales. Using standard performance indicators, performance appraisal of the employees was conducted. Demographic questions were also posed to get the age, gender, experience and role of the respondents. The results were tested for One-Sample Statistics, Friedman test and F test in order to look for associations and determinants. The use of quantitative data made the study objective and reliable, and a large number of participants increased the validity and richness of the study. The primary information was collected through google form surveys of the employees of information technology firms in the study region. The study also aimed at doing samples from the five best Indian information technology firms in the study area. The data was collected from the employees using open ended and closed-ended questionnaires..

## Analysis, findings and Results

### Perceptions towards social impact on employee commitment and performance

Null Hypothesis: There is no significant association between the perceptions of social impact on employee commitment and performance among the sample respondents

Alternative Hypothesis: There is a significant association between the perceptions of social impact on employee commitment and performance among the sample respondents

**Table: 1:**

**One-Sample Statistics showing perceptions towards social impact on employee commitment and performance**

	Mean	Std. Deviation	t- value	P value
Organizational Factors	2.87	1.129	46.629	0.000**
Interpersonal Factors	1.30	.876	43.393	0.000**
Individual Factors	1.21	.786	43.073	0.000**
Social Factors	1.57	.976	35.399	0.000**
External Factors	1.68	.838	47.116	0.000**
Emotional Factors	2.29	1.165	45.991	0.000**

The mean scores represent respondents' average perception of each factor's impact. Factors such as Organizational Factors (mean = 2.87) and Emotional Factors (mean = 2.29) are perceived to have a relatively higher impact compared to others. Factors such as Interpersonal Factors (mean = 1.30) and Individual Factors (mean = 1.21) are perceived to have a lower impact. The p-values for all factors are 0.000, which are highly significant ( $p < 0.01$ ). This indicates that all factors examined have a statistically significant impact on employee commitment and performance. The results suggest that organizations should prioritize Organizational and Emotional Factors in their policies and strategies to enhance employee commitment and performance. However, significant attention should also be paid to improving Social, External, and Individual factors, as all factors are statistically impactful.

### Factors influencing the social impact on employee commitment and performance - Data analysis using Friedman test

Null Hypothesis: There is no significant association between the mean ranks of factors influencing social impact on employee commitment and performance

Alternative Hypothesis: There is a significant association between the mean ranks of factors influencing social impact on employee commitment and performance



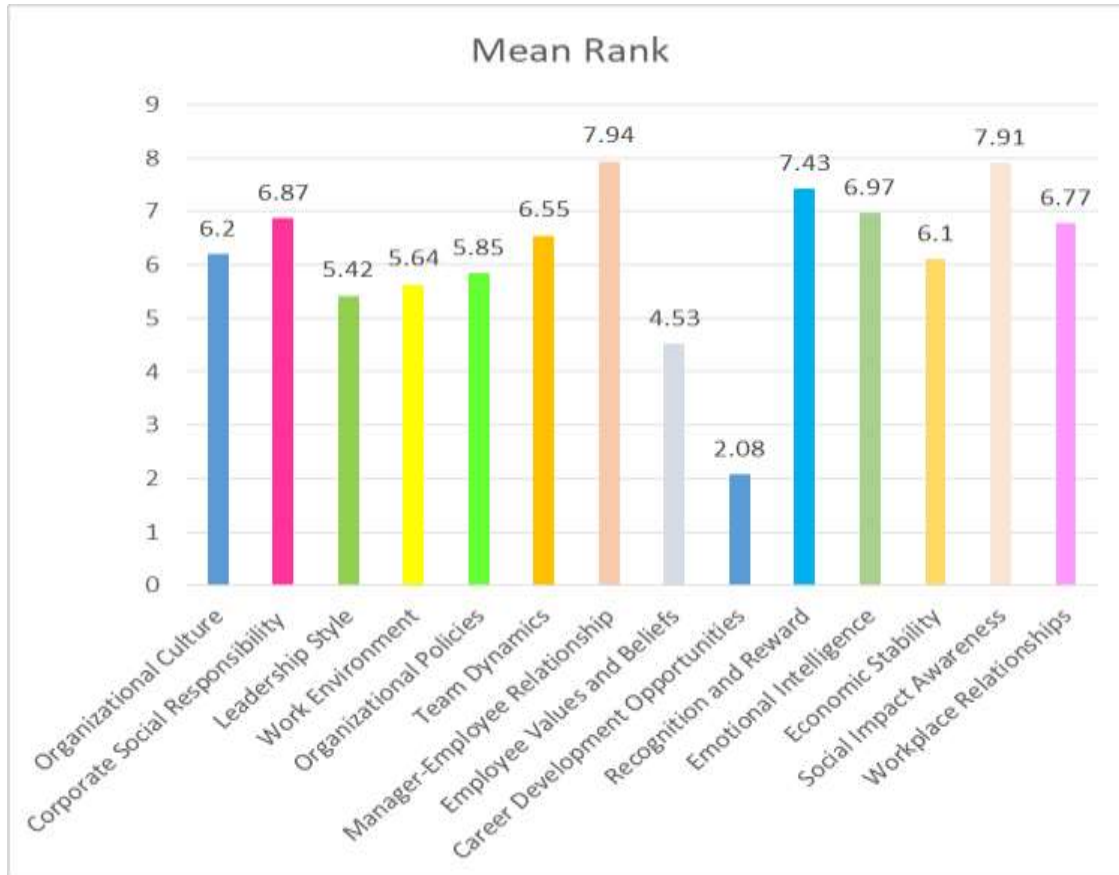
**Table 2: Descriptive Statistics**

Variables	Mean	Std. Deviation	Mean Rank	Chi-square value	P value
Organizational Culture	3.24	1.202	6.20		
Corporate Social Responsibility	3.22	1.284	6.87		
Leadership Style	2.75	1.104	5.42		
Work Environment	2.77	1.357	5.64		
Organizational Policies	2.91	1.069	5.85		
Team Dynamics	3.14	1.183	6.55	434.002	0.000**
Manager-Employee Relationship	3.64	1.360	7.94		
Employee Values and Beliefs	2.29	.862	4.53		
Career Development Opportunities	1.14	.754	2.08		
Recognition and Reward	3.46	1.317	7.43		
Emotional Intelligence	3.27	1.545	6.97		
Economic Stability	2.87	0.765	6.10		
Social Impact Awareness	2.61	0.734	7.91		
Workplace Relationships	2.22	0.650	6.77		

The results suggest that the factors influencing social impact on employee commitment and performance differ significantly. A p-value of 0.000 ( $< 0.001$ ) indicates that the result is highly statistically significant. Akgunduz et al. (2022) examined the relationships between happiness, job stress, job dedication, and perceived organizational support (POS) within the hospitality and tourism industry. The authors propose a mediating model to explore how POS influences employee well-being and performance. The findings indicate that POS significantly enhances employee happiness, reduces job stress, and fosters job dedication. Moreover, happiness mediates the relationship between POS and job dedication, demonstrating that employees who feel supported are more likely to be dedicated due to increased happiness. Conversely, job stress negatively impacts both happiness and dedication. Bhatt (2024) Using survey data and structural equation modeling, the authors find that a positive organizational culture significantly reduces turnover intention through enhancing employee satisfaction and loyalty. Additionally, personal-job fit plays a vital role in lowering turnover intention, as employees who perceive alignment between their skills and job roles are less likely to leave. Employee engagement is identified as a mediator between organizational culture and turnover intention, highlighting its critical role as a

retention strategy. The study concludes that fostering a supportive culture, aligning job roles with employee competencies, and enhancing engagement are essential for reducing turnover in emerging market contexts.

Chart: 01



**Table 3: Difference in the impact among variables**

Variables	N	Mean	Std. Deviation	F	Sig.
Employee Commitment	72	31.7654	4.76750	3.045	.003
Perceived Organizational Support	69	34.5007	3.33429		
Employee Engagement	64	31.3286	4.01321		
Organizational Culture	95	32.2386	4.15430		
Total	300	43.1432	4.26543		

**Perceived Organizational Support:** (34.5007) Essentials of support yielding motivated and high performers are essential for success of organizational business. **Employee Commitment:** (31.7654) It has antecedents like job satisfaction, organisational culture and perceived support. Intense work commitment essentially means less turnover rates, increase in performance, as well as general conformity to organizational objectives. Here are five ways that organizations can increase commitment to work employers: Positive work climate, Opportunities for advancement, Recognition program for workers, Shared trust, Long-term relationship. **Employee Engagement:** (31.3286) Organizational commitment means the emotional and intellectual involvement that is exhibited through the employees at workplace. A study shows that employee engagement leads to increased motivation, productivity and innovation. It is fostered through conditions like higher purpose, good manager, or organisational culture. Thus, the organizations should regularly feedback, reward, and encourage the employees to collaborate. Increased attention improves the performance of employees and companies, making the employees dedicated and productive. **Organizational Culture: (32.2386):** This influences employees' conduct, attitude and level of productivity within the precincts of the business firm. Culture can become a work asset – embracing teamwork, confidence, or creativity – or an obstacle – a mindset that stifles performance. Culture can be of great benefit to organizations through support of inclusion practice, strong communication and leadership. There is a complexity between a strong culture that aligns with strategy and goals and an empowered workforce needed to advance an organisation and create sustainable value.

#### **Social impact level among the different experiences of employees working in information technology companies in the study region**

Through analyzing common scenarios in information technology (IT) companies, one can know the level of social impact experienced through the personnel. Cohesion which is usually characteristic of employees in collaborative positions tend to exhibit high degree of social interactions and feelings of inclusiveness, hence elasticity and creativity. On the other hand, those that work in technical or teleworking activities may experience loneliness affecting their social life. Top management, writing and speaking about diversity, inclusion, and team building usually improve the quality of employees' social experience in workplaces, making the environment at work pleasant. Managing working shifts, mitigating the problem of burnout, and encouraging people's participation in social activities are important for developing a more culturally sensitive and effective organizational practice in IT companies.

**Table 4**

**Results of F-test for impact on performance in IT sector according to the experience level**

Dimensions	Experience	N	Mean	SD	F	Sig.
Employee Commitment	Less	24	199.88	0.345	0.106	0.765
	Moderate	201	156.27	0.331		
	More	75	119.25	0.430		
	Total	300	121.03	0.467		
Perceived Organizational Support	Less	24	187.90	0.345	4.567	0.017*
	Moderate	201	143.93	0.539		

	More	75	156.15	0.476		
	Total	300	153.67	0.439		
Employee Engagement	Less	24	172.88	0.508	2.897	0.084
	Moderate	201	146.88	0.543		
	More	75	153.04	0.461		
	Total	300	149.08	0.565		
Organizational Culture	Less	24	200.85	0.454	1.210	0.176
	Moderate	201	136.50	0.527		
	More	75	171.92	0.533		
	Total	300	186.23	0.507		

Table 4 described the results of the F-test for social impact level among the different experiences of employees working in information technology companies. The study inferred that the F & p-value for Perceived Organizational Support among the employees' different experiences is 4.567 & 0.017. The p-value is <0.05. Thus, the study affirmed a probability of difference in employees' SO, specifically, **Perceived Organizational Support**. The rest of the 'p' values of employee commitment, employee engagement and organizational culture are voices of 0.05. Ojo (2009) builds his conceptual framework on the manner in which organization culture impacts the productivity and performance of employees. In this paper, Ojo adopted both qualitative and quantitative method to examine the structural corporation of corporate culture, codes of ethics, values, beliefs and working culture of business organizations as well as the congruence between organizational culture and working culture of the business employee outcomes. Drawing on the research, this paper highlights corporate culture as a factor that affects employees' performance, since organizational support leads to motivation, commitment and hence job satisfaction. The study underlines that, if employees do have feelings that they are valued and know the vision of the organization, they will provide high performance and creativity. On the other hand, negative or culture incongruent to the goals and ideal of the organization results in low employee morale, poor performance, and staff turnover rates. The research also shows how leaders influence and support organizational culture. Managers who communicate well and are fair and inclusive promote high levels of organizational culture. The study also calls on organisations to embrace routine cultural analysis so as to remain relevant amid rapidly changing business milieu. Hence, the study established that corporate culture is not an organization's fluff but a serious that determines the performance of employees and the success of an organization. Culturally proper selection, training, and management of people are encouraged in organizations in order to unlock the talents of employees and support sustainable managerial goals. The practical implications of the findings presented in the article are twofold: they are useful for managers who want to make cultural change in their organizations for performance improvement, and for scholars who are interested in the culture-performance relationship.

### Implications of the Study

1. To the HR practitioners, the study presents a conceptual guide on how best the organization may craft specific strategies to support its culture with the expectation of the employees. These interventions might be leadership development, incentive reward systems, and innovation/ team work enhancement strategies. Some suggestions that emerged from the study also refer to a social aspect of culture, and promote development of a more positive and inclusive culture in a workplace.

2. Theoretically, this work advances the literature through establishing quantitative indices of organizational culture and commitment, and relating them to actual performance data within a non-Western context. It also gives directions for further study on these dynamics in a different industry or geographical area.
3. As a result, this study has both practical and theoretical implications. In particular, for the organizational leaders, it provides clear evidence of the effectiveness when they try to build a strong, inclusive and effective culture to support the employee's retention and performance. The following cultural indicators were as cultural levers for influencing employee outcomes communication, recognition and leadership.

### **Recommendations and Suggestions**

An organization should embrace equal employment opportunity through valuing the worker and making him or her feel alright to embrace the various cultural festivities as well as the involvement in social causes that may bring people together. The level of engagement may be increased through employee satisfaction surveys, getting to know and team building sessions. Although, flexible working time schedule, number of days a week working, wellness, and mental health programs and facility provided to take necessary days off must also remain a focus for employees.

### **Conclusion**

In culturally integrated work places, there was social exchange relationship showing enhanced working interactions, cooperation, and staff trust, thus boosting organizational effectiveness. The work uniquely focuses on the generalizability of organizational culture as an antecedent of committed employee performance in Hyderabad IT firms. When a solid and positive organizational culture is created there is potential for combating turnover, low engagement, and stress in an organization as well as promoting innovative and productive work. The study thus offers important implications to leaders, human resource managers and policy makers in the areas of cultural fit and social integration at the workplace. Further research on these lines may be done in other trades or areas, and such studies collectively will go along in enhancing the understanding of the organisational culture on its employees. It also helps to protect employees from stress at workplace while promoting their participation and commitment at work. Practical management includes strong leadership strategies; managers must endorse transformational leadership, which encourages subordinate participation and supports their suggestions. In addition, promotion of learning and development agendas that provides aptitude improvement endeavors and certification courses in accordance with market requirements will develop employees. All these strategies serve to enhance the organisational culture, the level of commitment amongst employees, and realise heightened performance outcomes within the fast-growing IT industry.

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