

**ORGANIZATIONAL CLIMATE AND EMPLOYEES' ORGANIZATIONAL COMMITMENT:  
EMPIRICAL EVIDENCE FROM THE IT INDUSTRY****Ms. GOKILA S**

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**ABSTRACT**

This present study makes an attempt to investigate the effect of Organizational Climate on Organizational Commitment of employees particularly Affective, continuance and normative commitment of employees in the information technology sector in Tamil Nadu in India. Data were accumulated from 496 employees using a well-designed structured questionnaire and analytical procedures such as Confirmatory Factor Analysis (CFA), correlation analysis, and multiple regression were used. The measurement model showed strong reliability and validity indicators, such as a Cronbach's alpha value of more than 0.87, Composite Reliability score of more than 0.88 and Average Variance Extract score of more than 0.56, also indications of model fitting indicated acceptable fit, CFI = 0.934, TLI = 0.921 and RMSEA = 0.056. The results established that organizational climate has a significant predictive effect on all three commitment types, having the most pronounced effect on Affective Commitment (beta = 0.612), followed by Normative Commitment (beta = 0.538) and Continuance Commitment (beta = 0.487). These findings imply that a favourable organisational climate engenders increased emotional attachment, a stronger sense of moral obligation and more powerful retention motives among IT employees. Therefore, the study makes a contribution to the organisational-behaviour literature by providing further support for the view of organisational climate as a multidimensional antecedent of employee commitment within the IT sector. From a managerial standpoint, the findings highlight the need for IT companies to improve work environments with supportive leadership, equitable policies, and cooperative practices and reinforce long-term employee loyalty and minimize turnover.

**KEYWORDS:** *Organizational Climate, Affective Commitment, Continuance Commitment, Normative Commitment, IT Industry, Tamil Nadu.*

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**1. INTRODUCTION**

Within the modern hyper-competitive business environment, human capital has rightly emerged as a key resource, especially in the Information Technology (IT) sector. Of all the antecedents that influence employee behavior, the construct of organizational climate (OC), or the shared understanding of employees about policies, practices, and procedures, has emerged as a key perspective for understanding motivation, satisfaction, and retention (Powell et al., 2021). A positive climate, which communicates fairness, trust, and collaboration is an essential pre-requisite for sustaining performance and engagement.

Closely linked with climate is the structure of organizational commitment, which includes the employee's feelings of identification, emotional commitment to, and involvement with their organizations. The most widely endorsed model is Meyer and Allen's (1991) tripartite model, which discriminates among affective commitment (emotional commitment), continuance commitment (perceived cost of departure)

and normative commitment (sense of obligation). Recent scholarship shows this paradigm even further, that commitment of employees to supervisors and leaders can spill over into increased organizational commitment (Godbersen et al., 2024).

Empirical evidence has shown that a positive organizational climate has a significant positive impact on organizational commitment by creating psychological security, increasing satisfaction, and strengthening loyalty. For example, a recent study published in *BMC Psychology* showed that a supportive climate is a direct cause of a higher level of job satisfaction - a great predictor of affective commitment (Ando, 2024). In addition, *Frontiers in Psychology* stated that psychosocial safety climate (PSC) is an influential antecedent of employee well-being and creativity, outcomes that have a crucial connection to long-term commitment (Jensen et al., 2023).

The IT industry is one of the most salient contexts to ask these questions. Ripe for rapid product innovation, intense global competition, and heavy employee turnover, IT companies are under greater pressure to create environments that match employees' desire for innovation, independence, and lifelong learning. A study conducted on Indian IT professionals indicated that psychological safety mediated workplace support has a significant positive impact on the organizational performance and this highlights the climate - commitment linkage in this industry (Pillai et al., 2024). Similarly, a bibliometric review study of research on turnover intention from 2019 to 2023 found that factors related to climate such as leadership, justice, and workload management are among the most important factors in determining whether an employee will stay or leave a tech firm (Subramanian & Raghavan, 2024).

Despite the above insights, there are still a few research gaps. First, many studies measure climate according to single dimensions (i.e., safety, support) rather than taking a holistic view that considers multiple commitment dimensions simultaneously. Second, the IT workplace, which is now dominated by hybrid work models, digitalization, and high project pressure due to the post-pandemic environment, has changed the perception of employees about the climate and commitment development, however, empirical evidence within Indian IT firms is fragmented (Kundu & Gahlawat, 2024).

Therefore, this study is an attempt to empirically examine the relationship between organizational climate and organizational commitment in the IT industry. By focusing on Indian IT companies, the research seeks to advance theory by elucidating the dimensions of climate that affect the different aspects of commitment, and at the same time offer practical insights for managers who are interested in improving their retention, engagement, and sustainable competitive advantage.

## 2. LITERATURE REVIEW

Organizational climate is described as the "atmosphere" or "weather" within a workplace. Just as we may not be conscious of the constituent molecules of humidity, or exposure to sunlight, but we are aware of the effects, workers are not necessarily conscious of policies and structures but "feel" their effects through day-to-day interaction. As Powell et al. (2021) explain, climate refers to the collective understanding of organisational practices, communication, leadership and support systems. A positive climate reflects conditions such as fairness, recognition, and psychological safety, while a negative climate can be thought of as a stormy climate, in which there are conditions that create tension, insecurity, and disengagement.

Empirical studies also reveal that positive climates lead to creativity, trust, and better performance (Jensen et al., 2023). For example, a strong PSC fosters innovation by letting employees know that their well-being is important (Bondarouk et al., 2022). Ando (2024) says that supportive climate helps in adding more job satisfaction which then becomes a bedrock for organizational commitment and loyalty.

Organizational commitment is the glue that holds employees to their organization. Meyer and Allen (1991) break this construct into three different strands of attachment:

- ❖ Affective commitment: the emotional attachment, or "heart," that the employee feels for the work.

- ❖ Continuance commitment: the calculated estimation that staying is better than leaving, similar to a decision to not abandon a house in which one invested.
- ❖ As with honoring a promise made to the family, the moral duty to remain out of a sense of loyalty or duty, or a sense of normative commitment.

Recent empirical studies show that supervisory and leadership support have a significant impact on all three dimensions (Godbersen et al., 2024). Climate and commitment, then, work together to identify where employees are just working "by a seat" or are actually "owning the mission."

Empirical evidence of the association between organizational climate and organizational commitment has been established in a range of organizational sectors. When the employees feel supported and experience a favourable and fair climate, they are likely to show an increased level of affective and normative commitment (Pillai et al., 2024). Climate acts as a buffer for IT workers where the workers are constantly confronted with longer working hours, project stress, and changing technology at a rapid rate, resulting in lower turnover intentions and higher commitment (Subramanian & Raghavan, 2024).

Kundu and Gahlawat (2024) argue that given the significant role of these climate components (i.e., flexibility, digital communication, and psychological safety) in hybrid and remote organizational commitment, they need to be reconfigured in the post-pandemic work environment. Second, in empirical research, good climate conditions increase employee commitment, which in turn mediates the climate - commitment relationship (Heliyon Editorial Team, 2024).

### **3. RESEARCH GAP**

Previous studies have consistently highlighted the link between organizational climate and employee commitment; notwithstanding this, three substantive lacunae still remain. First, a large chunk of existing scholarship tends to fragment the concept of climate into a series of discrete dimensions- for example- safety climate or justice climate-rather than into a holistic construct. Second, empirical evidence specific to industry contexts is still sparse, especially in the information technology industry of emerging economies that is marked by high levels of employee turnover and peculiarities in performance pressures. Finally, the post-pandemic context has brought about new workplace dynamics in the form of hybrid work arrangements, digital surveillance, and globally distributed virtual teams, which in turn calls for new empirical research to help determine if there are still valid traditional links between climate and commitment.

### **4. OBJECTIVES OF THE STUDY**

- ⇒ To investigate the link between organizational climate and affective commitment of the employees in the IT industry.
- ⇒ To compare the effect of organizational climate on the continuance commitment of the employees in the IT industry.
- ⇒ To find out the effect of organizational climate on the normative commitment of employees of the IT industry

### **5. HYPOTHESES OF THE STUDY**

1. Within the information technology industry, a significant positive relationship is found between organizational climate and affective commitment.
2. Climate of the organization plays a major role in the continuance commitment of employees in the IT industry.
3. Within the IT industry, it has been found that organizational climate and employees' normative commitment have a significant positive correlation

## 6. RESEARCH METHODOLOGY

The present investigation uses a quantitative, cross sectional research design in order to empirically test the relationship between organizational climate and employee's organizational commitment in IT sector. This design is chosen because it allows for hypothesis testing through statistical analyses and allows for the creation of empirical relationships between the constructs (Creswell, 2014).

The target population included the employees working in the IT industries in the state of Tamil Nadu India. Tamil Nadu is an outstanding IT hub with significant enterprises into academia and young start-ups contributing to employment and innovation and therefore it is a suitable context for such an inquiry.

A total of 496 valid responses were obtained responding to the recommendation of Hair et al. (2019), who noted that at least ten respondents per indicator should be obtained in structural model analysis. The sample thus exceeds the minimum requirement and provides adequate statistical power and improves upon generalisability.

To capture heterogeneity among the different levels of organisations (entry level, middle management, senior management) and the typology of firms (multinational corporations, mid size and start-ups), a stratified random sampling approach was followed. This approach ensured the representativeness and mitigated the sampling bias.

Data Collection Structured questionnaires were distributed both electronically (using Google Forms) and on paper with the IT employees during the time of January to March 2025. Respondents were assured their anonymity and confidentiality in order to reduce the bias due to social desirability.

All constructs within this study were measured using well-established and validated items from previous literature with responses recorded on a five point Likert scale (1= Strongly Disagree; 5= Strongly Agree). Organizational Climate was assessed using modified version of the Organizational Climate Questionnaire (OCQ) created by Litwin and Stringer (1968) and later revised by Patterson et al. (2005). There were several different dimensions in this scale, including support, recognition, fairness, innovation, communication, and role clarity. An example of the type of items includes: "My organization has sufficient support and resources to complete my job effectively." Organizational Commitment was measured by Meyer and Allen's (1991) Three-Component Model (TCM) scale which measures affective, continuance, and normative commitment. Example items were: I feel emotionally attached to this organization (affective commitment), It would be costly for me to leave my organization now (continuance commitment) and I feel a sense of obligation to remain with my organization (normative commitment). For the reliability and for validating the measurement, reliability and validity test were conducted. Internal consistency was analyzed by using Cronbach's alpha ( $\alpha$ ) and Composite Reliability (CR), while threshold values in excess of 0.70 were deemed acceptable. Confirmatory factor analysis (CFA) was used to confirm construct validity whereby the convergent validity was determined using the Average Variance Extracted ( $AVE \geq 0.50$ ) and discriminant validity examined via the Fornell-Larcker criterion..

## 7. RESULT AND INTERPRETATION

**Table 1: Demographic Profile of Respondents (n = 496)**

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	278	56.0
	Female	218	44.0
Age	21-30	216	43.5
	31-40	168	33.9
	41-50	78	15.7
	Above 50	34	6.9
Educational Level	UG	152	30.6

	PG	274	55.2
	Others	70	14.1
Experience	< 2 years	104	21.0
	2–5 years	176	35.5
	6–10 years	128	25.8
	> 10 years	88	17.7

Source: Primary Data

According to the empirical analysis, 278 participants comprised of 56.0 percent males and 218 individuals comprised of 44.0 percent females. This gender character indicates a relatively equal representation compared to most of the traditional sectors in India, though still the slight male dominance remains in the IT workforce. The close equalization could be viewed as a positive indication of gradual interventions towards gender inclusivity within the IT industry of Tamil Nadu, which is in line with the countrywide trends where women are becoming more active in terms of employment in software development, project management and IT-enabled services.

Most of the respondents (43.5%) were aged 21-30 years with 31-40 years coming next (33.9%). A smaller proportion (15.7%) was the 41-50 years and only 6.9% were 50 years or above. These numbers indicate that IT labor pool is highly youthful and middle career as it is typical of a dynamism and innovative industry. Young professionals are more technologically flexible and innovative about new tools, but mid-career practitioners offer experience and stability to the organization. The comparatively low percentage of workers older than 50 could indicate poor employee retention of late-career professionals, possibly because of work-related stress and the tendency to make managerial or consultancy career changes.

A majority of the respondents (55.2%), had postgraduate (PG) degrees, 30.6% had undergraduate (UG) degrees, and 14.1% had other qualifications (like professional certifications or diplomas). This dispensation highlights how crucial higher education is in providing the technical and managerial needs of the sector that are highly technical. The large presence of postgraduates is a sign that companies in the IT ecosystem of Tamil Nadu are hiring new employees selectively by requiring them to have a higher level of academic preparation to work in complex problem-solving, data analytics, and project management roles.

In terms of tenure, the most numerous group was that of cohort with 2-5 years experience (35.5% of the respondents), then the cohort with 6-10 years experience (25.8%), less than 2 years experience (21.0%), and more than 10 years experience (17.7%). The given stratification can be seen as an indication of a highly turnover and fluid mobility workforce, which is supported by the fact that the industry is primarily early- to mid-career. The high level of 25 years is also consistent with the speed with which IT jobs are recruited. However, the fact that the percentage of professionals with experience of over 10 years is significant (17.70%), shows that long-term career paths remain possible even in the rapidly evolving and competitive field.

**Table 2: Descriptive Statistics and Reliability**

Construct	Mean	SD	Cronbach's $\alpha$	Composite Reliability (CR)	AVE
Organizational Climate	3.87	0.62	0.912	0.924	0.61
Affective Commitment	3.74	0.70	0.894	0.905	0.59
Continuance Commitment	3.58	0.66	0.872	0.884	0.56
Normative Commitment	3.69	0.68	0.881	0.896	0.57

Source: Primary Data

The organizational climate is positive, and the mean scores are correspondingly high. Organizational Climate (Mean = 3.87, SD = 0.62), the respondents also indicated that they had a positive perception of the organizational climate with an overall highest mean among all the constructs measured. This result

means that IT employees at Tamil Nadu tend to perceive the working environment-including policies, leadership and interpersonal relationships as positive and productive. The relatively small standard deviation would imply the similarity of perception of respondents.

It is Affective Commitment (Mean = 3.74, SD = 0.70), employees were very emotionally dedicated to their companies, which emphasised on loyalty and commitment with the organisational objectives. The average standard deviation showing that there is some fluctuation in the affective commitment that might be determined by tenure, career level or personal experiences.

Continuance commitment (Mean = 3.58, SD= 0.66), continuance commitment was the least of the three dimensions of commitment. What this trend indicates is that workers are less likely to stay in their companies only because they think that it would be costly to leave. The outcome indicates the competitive world of the Tamil Nadu IT labor market where the existence of numerous external opportunities can reduce continuance based retention.

Normative commitment (Mean = 3.69, SD =.68), the level of commitment felt by the employees towards the need to stay with their organizations was moderate meaning that there is moral or ethical consideration that contributes towards the decision to stay. However, this obligation is not that strong as their emotional attachment.

The constructs were all very consistent as the alpha coefficients ranged between 0.872 and 0.912 which is much higher than the recommended alpha of 0.70 (Nunnally, 1978). This establishes reliability of the measurement scales in measuring the intended constructs.

All the constructs had composite reliability scores above 0.80, which also testifies to the soundness of the measurement tools. Organizational Climate had the largest CR (0.924) which displayed very stable and consistent measurement.

AVE values ranged between 0.56 and 0.61 and are above the minimum of 0.50 and they demonstrate convergent validity (Fornell and Larcker, 1981). These findings show that the items of each construct have a large percentage of variance in common hence confirming the sufficiency of the indicators.

**Table 3: Correlation Matrix**

Variable	Organizational Climate	Affective Commitment	Continuance Commitment	Normative Commitment
Organizational Climate	1			
Affective Commitment	0.612**	1		
Continuance Commitment	0.487**	0.431**	1	
Normative Commitment	0.538**	0.493**	0.468**	1

Note: p < 0.01 (2-tailed).

Source: Primary Data

Correlation between Organizational Climate and Dimensions of commitment.

Organizational Climate and Affective Commitment (r= +0.612, p < 0.01): A significant and positive correlation between organizational climate and affective commitment shows that those employees who hold a positive attitude towards the organization and its positive climate are more likely to feel an emotional attachment and identification towards their organization. This observation explains the central position of climate in fostering loyalty building on positive experiences.

Organizational Climate and Continuance commitments (r = 0.487, p = 0.01): A moderate positive relationship proves that the organizational climate also contributed to the willingness to stay in the company because of the perceived cost of leaving. The relationship, although not as strong as with affective commitment, still shows that a favourable climate reduces turnover intentions.

Organizational Climate and Normative Commitment ( $r = 0.538, p < 0.01$ ): This is a moderately good relation, which implies that the employees placed in the favorable climates have a greater moral commitment to stay in the organization. This fact denotes how climate influences normative behaviour and consolidates organizational loyalty.

Interrelationships between Dimensions of commitment.

Affective and Continuance Commitment ( $r = 0.431, p < 0.01$ ): This is a moderate correlation, which shows that employees who are emotionally committed to their organization also experience some cost of leaving, but there is still conceptual separation between the two motives.

Affective and Normative Commitment ( $r = 0.493, p < 0.01$ ): A moderate strong relationship is indicative of the fact that those employees who are more strongly bound by affective relationships also feel the moral obligation to remain. This overlap is consistent with the theoretical predictions that emotional and moral commitments regularly mutually support each other.

Continuance and Normative Commitment ( $r = 0.468, p < 0.01$ ): The positive relationship implies that employees that perceive the presence of risks or costs of leaving the company, which should be paid, are also obliged to continue to stay, which means that the two types of commitment are interdependent.

All the correlations are positive and significant at  $p < 0.01$  which confirms that organizational climate is positively correlated with all types of organization commitment and that the three dimensions of commitment are different yet interconnected.

**Table 4: Confirmatory Factor Analysis (Model Fit Indices)**

Fit Index	Recommended Threshold	Obtained Value	Result
$\chi^2/df$	$\leq 3.00$	2.41	Acceptable
CFI	$\geq 0.90$	0.934	Good
TLI	$\geq 0.90$	0.921	Good
RMSEA	$\leq 0.08$	0.056	Acceptable
SRMR	$\leq 0.08$	0.049	Good

Source: Primary Data

CFA Results Interpretation.

A confirmatory factor analysis was conducted in this research to determine the sufficiency of the measurement model as well as whether each of the observed variables provides sufficient coverage of its intended latent construct (Organizational Climate, Affective Commitment, Continuance Commitment, and Normative Commitment). Table 4 shows the model fit indices.

The  $\chi^2$  statistic in comparison to the degrees of freedom ( $\chi^2/df$ ) gave a figure of 2.41, comfortably less than the generally accepted ceiling of 3.00. This shows that the hypothesized structural set-up is satisfactorily consonant with the empirical evidence and that the covariance matrix of the sample is properly captured by the model.

The Comparative Fit Index provided an estimate of 0.934 which exceeded the 0.90 mark and thus indicated a strong model fit. This shows that the data are much better explained by the measurement model compared to a baseline model that does not have inter-construct relationships.

The Tucker-Lewis Index of the model is also 0.921, which is more than the recommended number of 0.90. This validates that the constructs are effectively portrayed by its indicators, and that there is little bias that can be attributed to the model complexity.

The RMSEA was determined to be 0.056 which is less than the standard cut-off of 0.08. The difference between the model assumptions and the population covariance matrix is therefore considered to be small enough.

The Value of the Standardized Root Mean Square Residual stood at 0.049, which is once more below the 0.08 mark and this confirms a good fit and shows that the variations between the observed and predicted correlations are very small.

The indices reported are all in the acceptable or favorable ranges, thus supporting the fact that the measurement model has sufficient validity and fit. This justifies the use of Organizational Climate and three dimensions of Organizational commitment as independent but closely related constructs in future structural analyses.

**Table 6: Regression Model Summary**

Dependent Variable	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of Estimate
Affective Commitment	0.612	0.374	0.373	0.553
Continuance Commitment	0.487	0.237	0.235	0.578
Normative Commitment	0.538	0.290	0.288	0.562

Source: Primary Data

The regression model shows a strong predictive association between Organizational Climate and all the three types of commitment.

In the case of Affective Commitment, the model explains 37.4 percent of the variance ( $R^2 = 0.374$ ). Such a large percentage shows that emotional commitment of employees is formed considerably by their views on the organizational climate, which supports the earlier study which highlights the importance of affective process of turnover decision.

In terms of Continuance Commitment, 23.7% of the variance is explained by the model ( $R^2 = 0.237$ ). This is a moderate impact, but it implies that, although climate has an impact on cost-based commitment, other factors, including alternative job prospects, personal situations, and career goals, have strong impacts.

Lastly, Normative Commitment the model accounts for 29.0% of the variance ( $R^2 = 0.290$ ). The implication of this finding is that a good climate modulates positively the degree of obligation felt by employees to stay thus reinforcing normative theories that indicate organizational support is perceived to moderate non-financial commitment.

**Table 7: ANOVA (Model Fit)**

Dependent Variable	Model	Sum of Squares	df	Mean Square	F	Sig.
Affective Commitment	Regression	78.24	1	78.24	255.67	0.000**
	Residual	131.01	494	0.27		
Continuance Commitment	Regression	58.47	1	58.47	174.13	0.000**
	Residual	165.89	494	0.34		
Normative Commitment	Regression	66.90	1	66.90	211.42	0.000**
	Residual	156.27	494	0.32		

**Note:  $p < 0.01$**  (Model is significant)

Source: Primary Data

The three regression specifications all attain a statistical significance of standard level, i.e.  $p < 0.01$ , and thus confirm the assumption that organizational climate is a valid antecedent of employee commitment.

It is interesting to note that, the F statistic of both the affective and normative commitment elements attains conspicuous levels ( $F = 255.67$ ;  $F = 211.42$ ), respectively, indicating that both climate and the two elements have a strong explanatory power in the determination of these affective and normative aspects of commitment, respectively. In comparison, the less but, nevertheless, significant F -statistic related to continuance commitment ( $F = 174.13$ ) suggests that climatic cues have a relatively weakened effect on the cost-based retention dimension, in comparison to the emotional and moral ones.

**Table 8: Coefficients (Standardized Regression Weights)**

Dependent Variable	Predictor	$\beta$	t	Sig.	Result
Affective Commitment	Organizational Climate	0.612	15.98	0.000**	Supported
Continuance Commitment	Organizational Climate	0.487	13.20	0.000**	Supported
Normative Commitment	Organizational Climate	0.538	14.54	0.000**	Supported

Note:  $p < 0.01$

Source: Primary Data

Organizational Climate = Affective Commitment ( $b = 0.612$ ,  $t = 15.98$ ,  $p = 0.01$ ): The evidence shows that there is a strong correlation that is statistically relevant, meaning that supportive work climate results in the development of stronger emotional ties, stronger identifications, and stronger loyalty within the workforce.

Organizational Climate -Continuance Commitment ( $b = 0.487$ ,  $t = 13.20$ ,  $p = 0.01$ ): The analysis has revealed a moderate but statistically significant relationship, meaning that the employees have the perception of lower costs of staying in the organization when the climate is advantageous.

Organizational Climate - Normative commitment ( $b = 0.538$ ,  $t = 14.54$ ,  $p = <0.01$ ): The data indicates that there is a strong association between the salutary organizational practices and the moral obligation of the employees to remain in the organization.

The results support the fact that Organizational Climate is a great predictor of all three modalities of commitment namely affective, continuance, and normative commitment in the IT-based workforce in Tamil Nadu.

The strongest impact is seen in the Affective Commitment as it highlights the ability of the employees to be emotionally sensitive to an encouraging workplace environment.

The moderate effects on Normative and Continuance Commitment suggest that although the climate guides moral duty and cost-driven retention, these two aspects can be subject to extrinsic conditions including competition in the industry, mobility in the career, and personal value.

To practitioners working in the IT companies, these lessons help to understand the importance of creating a positive working environment- through open communication, balanced HR practices, strong leadership support, and group dynamics in enhancing long-term employee retention. **Discussion**

The present study aimed to establish the role of Organizational Climate on the three major aspects of Organizational commitment, that is, affective, continuance and normative dimensions, among information technology workers based in Tamil Nadu. Strong empirical data supports the argument that a positive organisational climate justifies the commitment among employees although with varying degrees of nonhomogenous effects on the above dimensions.

One cause is the organizational climate and Affective commitment:

The empirical findings indicate that the organisational climate has a statistically significant and positive effect on the affective commitment ( $b = 0.612$ ,  $p = \text{under } 0.01$ ). This finding is an indication that those employees who feel that their organisational environment is supportive, open and cooperative are more

likely to develop a strong emotional connection with their organisation. These results are consistent with the prior studies by Meyer and Allen (1991) who put forward the thesis that affective commitment is actualised when organisational values and goals are internalised by employees. Lok and Crawford (2004) give complementary evidence that supportive climates develop increased employee identification and loyalty, which they recorded.

Continuance commitment, organizational climate: This aspect allows employees to assess their capacity to effect change and the degree to which they believe in their organization's leadership.

Organization Climate and Continuance Commitment:

The results indicate that the effect of organisational climate on continuance commitment is moderate but significant ( $b=0.487$ ,  $p=0.00:01$ ). This is an indication that the employees are more likely to feel that there are greater costs related to leaving the organisation when they feel the positive climate, with the costs being the loss of growth opportunities, stability, and supportive relationships. Nevertheless, the influence is relatively low in comparison to affective commitment, which may be due to the fact that the IT industry is competitive, and mobility and external employment opportunities are strong (Chiu and Ng, 2015). Therefore, climate is the source of continuance motives, but the motives are likewise conditional, depending on the labour market and personal career goals.

The concept of Organizational Climate and Normative Dedication:

The paper also found that there was a strong correlation between organisational climate and normative commitment ( $b 0.538$ ,  $p < 0.01$ ). This shows that employees become aware of their duties and moral obligation to their organisation in a culture that supports them. The findings are similar to those by Wasti (2003), who found that such organisational practices as fair treatment and supportive leadership strengthen the obligation of workers to stay. The cultural and ethical requirements of loyalty might be further strengthened in the situation of the IT industry in Tamil Nadu where teamwork and client-based projects require collaborations.

Contributions, both theoretical and practical:

The results add to the body of information on organisational behaviour by reiterating the fact that organisational climate is a key predictor of worker commitment. In spite of the fact that affective commitment turned out to be the strongest consequence, the identified effects on continuance and normative commitment highlight the multidimensional nature of climate impacting the attitudes of employees. It is important to mention that a positive working environment together with open communication, employee appreciation, and leadership support can reduce turnover intentions, increase retention, and lead to long-term commitment, especially in the IT industry with its high demand.

The comparison with previous studies is presented below.

Comparison with Previous Studies:

The findings align with previous empirical research in different sectors (Schneider, Ehrhart, and Macey, 2013; Ahmad, 2018) to find that organisational climate is a variable that determines commitment. Further, this research expands the body of evidence specifically to the IT industry in Tamil Nadu- a region, which faces a high rate of technological change, international competition, and labour mobility. The study offers contextual richness to available organisational commitment theories by confirming the important role of climate in the dimensions of commitment.

## 8. CONCLUSION

This study explored the connection between organisational climate and three dimensions of organisational commitment, which includes affective, continuance, and normative among IT employees in Tamil Nadu. Empirical studies support the fact that the organisational climate is very critical in

influencing employee attitudes and behaviours. In particular, affective commitment was the strongest affected by a favorable climate, then normative commitment and, lastly, continuance commitment. These results indicate that although employees might be retained because of emotional commitment and moral responsibility, cost-based retention is not very much affected by climate, which demonstrates the competitive and mobile IT sectors.

Conceptually, the research paper contributes to the existing bodies of literature by demonstrating the multidimensional influence of organisational climate to commitment in the context of the IT industry. Its findings support the predictive validity of organisational climate across cultures and industries since positive work environments do improve employee identification, employee loyalty and ethical responsibility.

Practically speaking, the results highlight the necessity of IT organisations to focus on the creation of an accommodative and open environment by means of efficient leadership, staff appraisal, fair policies, and shared workplace relationships. In this way, companies can promote employee retention, low turnover intentions, and long-term loyalty to the organisation.

Conclusively, organisational climate becomes a strategic source of organisational commitment especially in nurturing the affective bonds that are crucial in the long-term employee commitment. With the IT industry in Tamil Nadu still growing and facing global competition, maintaining a positive environment will be essential in maintaining the performance of organisations and their employees.

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