

Assessing the impact of organisational climate on employees commitment

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Keywords

Organizational Climate, Innovation, Responsibility, Standards, Rewards, Clarity And Affective Commitment.

Abstract

This study attempted to examine the impact of organizational climate dimensions on affective commitment at the college of management and technology in private educational sector, in the Egyptian context. Research on organizational behavior and their outcomes such as climate and affective commitment have rarely been conducted in higher education private sector in Egypt.

Data were collected on employees' perceptions about organizational climate and their outcomes impact on organizational climate dimensions through structured questionnaire. Sample consisted of 70 employees who are working in different departments of the college. The sample included both male and female respondents. Data was gathered using a structured survey, which was delivered, on site at the college. Regression, Cronbach alpha, and descriptive statistics were used for various analyzes of this study. The gathered data was statistically analyzed with SPSS.

The findings of the research revealed that Organizational Climate dimensions are significant predictors of affective commitment.

Based on the results of this research, it is recommended for college staff managers to focus on the college's innovation, responsibility, standards, rewards and clarity levels as it shows a positive signal of the employees revealing the commitment and attachment of to the organization.

Introduction

In today's competitive world every organization is facing new challenges regarding sustained productivity and creating committed workforce. Now a day's no organization can perform at peak levels unless each employee is committed to the organizations objectives. Hence, it is important to understand the concept of commitment and its feasible outcome. A large numbers of studies have been conducted to investigate the concept of organizational commitment. Still, commitment is the most challenging and researchable concept in the fields of management and organizational behavior. (Dixit & Bhati, 2012).

Organizational commitment is individual's mental connection with his work and organization as well. Organizational commitment is commonly defined as employee's concern in an association with organization (Tsai & Huang, 2008). Organizational commitment is significant as devoted employees incline to be keener to make own sacrifices for the organization (Vitell & Singhapakdi, 2007). (Grusky, 1966) relates commitment with "The nature of the relationship of the member to the system as a whole". Furthermore, (Kanter, 1968) defines commitment as the willingness of social actors to give their energy and loyalty to social systems, the attachment of personality systems to social relations, which are seen as self-expressive.

Therefore, the aim of this study is to investigate the impact of organizational climate dimensions (Innovation, Responsibility, Standards, rewards and Clarity), affect organizational commitment in the private educational sector. It is vital as suggestions may be given to private educational sector in order to bring an awareness of the commitment level of employees and on how to improve their organizational climate with the intention of creating and keeping a committed workforce.

A Brief Survey of Literature Review

Organizational Climate

Climate as a term is the relatively stable quality of an office environment experienced by individuals, influencing their behaviors and being based on collective perceptions of people of the office. It portrays people's feelings about their own organizations, referring to elements interfering with objective features and subjective attitudes toward the workplace. Every member in different organizations anticipates coming across

suitable organizational atmosphere in order to appropriately meet his economic, social and psychological requirement. Organizational climate represents the condition of the organization's culture.

The most common management issue faced by organization in this present day is search for creative flexible work environment that promotes job satisfaction and innovation (Permarupan, et al, 2013). Furthermore, (Mahajan, Ashish and Philip Benson, 2013) stated that organizational justice climate is an aggregate of individual-level justice perceptions and indicates the extent to which employees (as a collective) perceive that their organization is treating them fairly. Thus organizational justice climate is more likely to directly affect the quality of interpersonal relations.

Moreover, organizational climate is defined as the shared perceptions and the meaning attached to the policies, practices, and procedures employees experience and the behaviors they observe getting rewarded and that are supported and expected (Ostroff et al. 2003, Schneider & Reichers 1983, Schneider et al. 2011). The most widely adopted definition is that of Benjamin Schneider (1970), who defined organizational climate as a mutually agreed internal environmental description of an organization's practices and procedures. Within this definition, it should be noted that the focus is on organizational members' agreed perceptions of their organizational environment. This is what distinguishes climate from culture, where the focus is on judgments and values, rather than perceived practices and procedures. On the other hand, organizational culture is defined as the shared basic assumptions, values, and beliefs that characterize a setting and are taught to newcomers as the proper way to think and feel, communicated by the myths and stories people tell about how the organization came to be the way it is as it solved problems associated with external adaptation and internal integration.

Organizational Commitment

Organizational commitment has received much attention in the last two decades due to its effects and potential impact on organizational success. Organizational commitment as a critical employee attitude is regarded as key component in the organization. The substance work on commitment (Becker, 1960) revealed that the term has been used in analyses of variety of phenomena including occupation, power, religion, political behavior and so on. The commitment of employees to their work may takes many forms including career, occupation, organization, union, work ethic, job involvement, and other conceptually related variables (Cooper-Hakim & Viswesvaran, 2005), which added in conceptualizing commitment as a domain specific construct (Meyer, Allen, & Smith, 1993).

Furthermore, as discussed by (Maqsood, 2011) commitment is defined and measured differently (Meyer & Allen, 1991). Affective commitment is conceptualized that nature and quality of work experiences affect employees' positive emotional attachment characterized by strong links, an identification with, and involvement in the organization. Generally, it has taken as the nature of the relationship of the member to the system as a whole (Grusky, 1966). Some researchers have viewed organizational commitment as a form of attitude results from behavioral acts that the individual engages in. Porter and his associates (Maqsood, 2011) explain commitment as the result of three factors: 1) acceptance of organizational goals and values; 2) willingness to help the organization to achieve its goals; and 3) the desire to remain within the organization. This definition reflecting the element of individual vs. organizational goal congruence was also supported by Buchanan (1974), who defined organizational commitment in terms of effective attachment to one's role in relation to goals and values of the organization, apart from its purely instrumental worth.

Relationship between Research Variables

The question addressed in this study was whether there was a significant association between organizational climate dimensions and organizational commitment. Research on the contribution of people management to organizational commitment outcomes has been related to a climate of satisfaction in the workplace (West, Patterson and Dawson, 1999) and considerable evidence indicates that there are relationships between climate factors and measures of job satisfaction too (Downey, Hellriegel and Slocum, 1975; Friedlander and Margulies, 1969; Lawler, Hall, & Oldham, 1974, Litwin and Stringer, 1968; Pritchard and Karasick, 1973; Schneider & Snyder, 1975; Pope and Stremmel, 1992). Shadur, Kienzle and Rodwell (1999) tested whether Organizational climate factors (such as the shared perception of the informal and formal policies, practices and procedures) affected employee attitudes such as commitment. Others claim that there is a significant relation between organizational climate and employees' behavior such as level of stress work commitment, absenteeism, and participation (Rose, 2002, 2004). Researchers have suggested that autonomy (Wallace, Hunt, & Richards, 1996), supervisor support (Benson, 1996), and cohesiveness (Buchanan, 1974)—organizational

climate variables—relate positively to organizational commitment. Further, Steers (1977) found a relationship between the autonomy and trust dimensions of organizational climate, and commitment. According to Loi (1995), trust is also associated with other organizational activities such as organizational change and development (Golembiewski, 1986) and organizational effectiveness (Culbert & McDonough, 1986).

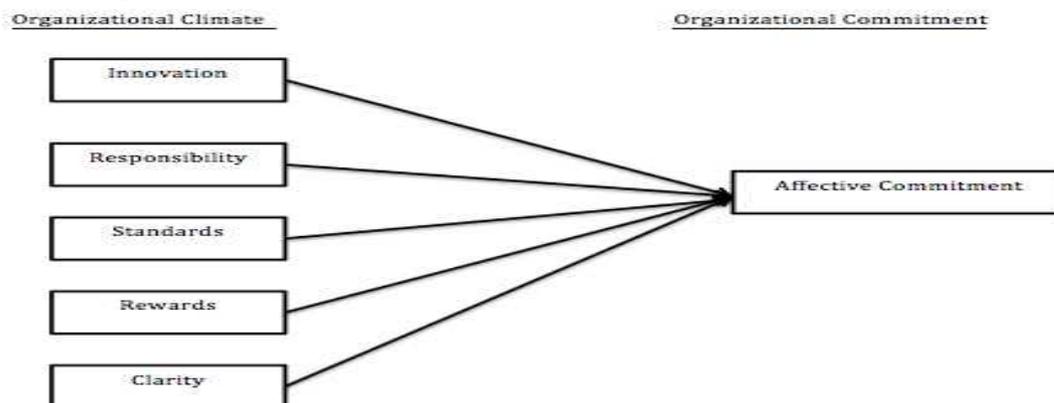
Permarupan, P. Yukthamarani and associates argued that Organizational climate may be defined as “the shared perceptions of organizational policies, practices, and procedures” (Reichers & Schneider, 1990), and indicates what the individuals requires to gain from their workplace (James et al, 2008). Organizational climate can be determined by the perceptions individuals have of their workplaces, as reflected by personal values and psychological desires (James et al., 2007; McMurray et al., 2010). Basically, Organizational climate (sometimes known as Corporate Climate) is the process of quantifying the “culture” of an organization; it precedes the notion of organizational culture. It is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behavior. This shared perception, which exhibits emotionally relevant cognition, is linked to employees’ reaction towards the organization and influences their affective organizational commitment (James et al., 2008; Parker et al., 2003).

Methodology

According to the subject of study in this dissertation, a conclusive descriptive research design was deemed appropriate to gather the primary data and attend to the research questions. According to Malhotra (2007), a descriptive research is a type of conclusive research that has as its major objective the description of something. Moreover, the data collection method used in this research is a structured data collection method. As a matter of fact, Malhotra (2007) defined a structured data collection as the use of a formal questionnaire that presents questions in a prearranged order; the researcher used personally administered questionnaires to collect the data. A cross-sectional design was used to carry out the study to assess the relationship between organizational climate and organizational commitment. In cross-sectional method, independent and dependent variables are measured at the same point in time using a single questionnaire (Anol Bhattacharjee, 2012). A cross sectional design is a type of research involving the collection of information from any given sample of population elements only once (Malhotra, 2007).

The purpose of this research was to identify if there is a relation between the independent variable and the dependent variable. The independent variable was organizational climate, and the dependent variable was organizational commitment. Therefore the study would also said to be descriptive analysis which can be defined as formulated studies that are typically structured with clearly stated hypotheses or investigation questions in design because there is the intent to investigate the relationship between dependent and independent variable of the study. In addition to investigating the relationship of the variables, the influence of independent variable (organizational climate) on organization commitment would be undertaken through regression analysis.

Proposed conceptual framework



Research Variables and Hypothesis

Much research has been done on the effect of organizational climate on organizational commitment (Cook and Wall, 1980; Aldag and Reschke, 1997) A review of relevant literature reveals positive significant

relationship between organizational climate on organizational commitment Therefore; the first hypothesis is as follows:

H1: Organizational climate has a significant effect on affective commitment.

H1a: Innovation has a significant effect on Affective Commitment.

H1b: Responsibility has a significant effect on Affective Commitment.

H1c: Standards has a significant effect on Affective Commitment.

H1d: Rewards has a significant effect on Affective Commitment.

H1e: Clarity has a significant effect on Affective Commitment.

Research Instruments

Survey Instruments

In this study, organizational climate is measured by 22 items of the employee questionnaire on organizational climate, divided into 5 aspects of total climate perception: innovation, responsibility, standards, rewards and clarity. An overview of the dimensions, including the number of items, reliability and sample items is presented.

The organizational commitment questionnaire measured the three components of employees' commitment to the employing organization. It was developed by Meyer et al. (1993) and it is the most common measurement for studying organizational commitment. This study used Meyer et al's measures of affective commitment. The questionnaire is an 6-item scale. The responses were rated using a 5-point Likert scale from strongly disagree (1 point) to strongly agree (5-point). Meyer and Allen have produced several versions of this questionnaire. However, the reliability of the one that was used in the current study was examined to be high. Dunham et al. (1994) found that the Cronbach alpha ranges of 0.74 to 0.87 for affective commitment.

Sample and Data Collection

The college of Management and technology has been selected to study of how organizational climate dimensions impact on organizational commitment of employees at the higher educational sector. The sample of this study consisted of 70 respondents who are working in the different departments at the college of management and technology; and a convenience sampling technique was used. According to Sekaran and Bougie (2013), convenience sampling is classified as a non-probability sampling technique. It is defined as the collection of information from members of the population who are conveniently available to provide it. In order to achieve a better representation of the target population the sample was determined according to the amount of employees working in the college.

In order to analyze the data obtained from the questionnaires SPSS 23.0® (Statistical Package for Social Science) was used. Each questionnaire was coded and entered into the SPSS data file. To obtain the results and findings of the research several analysis techniques were used.

The first technique used is reliability analysis to ensure the consistency of the measures used for each variable. Next, descriptive analyses were run on the demographics of respondents indicating the sample profile. Also the means and standard deviations of the variables were included in the study. Finally, regression analyses were conducted to determine the amount of variation in the dependent variables explained by the independent variables.

Analysis and Findings

The goodness and validity of response data will be accomplished through conducting reliability test using the Cronbach's Alpha (Sekaran, 2003). Analysis includes descriptive statistics for the demographics of the research participants, preliminary analyses of the data, and regression analyses that were applied to answer the research question of the current study. Linear Regression analysis will be used as it is though as a suitable methodology for statistically identifying significant variables.

Reliability

The validity of the collected data for the organizational climate scales and the affective commitment scale are identified by calculating Cronbach's alpha (Table 1). Since the calculated Cronbach's alpha values are higher than 0.6, the research can rely on the collected data for testing the research hypotheses (Sekaran, 2003).
Table (1) – Reliability analysis

Reliability Statistics		
Organizational Climate Scales	N: of Items	Cronbach's Alpha
Innovation	4	0.649
Responsibility	3	0.807
Standards	3	0.547
Rewards	4	0.724
Clarity	8	0.890
Organizational Commitment Scales	N: of Items	Cronbach's Alpha
Affective Commitment	6	0.867

Descriptive Statistics

The main characteristics of the data are quantitatively described in the descriptive statistics. In the descriptive statistics summaries about the sample population responses are provided. The mean, minimum, maximum, and the standard deviation of the independent and dependent variables are presented in the (Table 2).

Basic descriptive statistics are conducted to ensure that there is negligible distortion of the questionnaire outputs. Descriptive analysis illustrated that both the average respondents are committed to their organization Table (3). Furthermore, the results reported that innovation had the highest mean (3.97) that reflects the perception of change and creativity are encouraged among employees, followed by Clarity mean (3.62), and Rewards had the lowest mean (3.2), which means that degree to which employees feel that they are being recognized and rewarded for good work is the lowest.

Table (2) - Descriptive Statistics of organizational climate

	Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Innovation	70	1.00	5.00	3.9714	.83356	-1.182	.287
Innovation	70	2.00	5.00	3.9571	.85864	-.623	.287
Innovation	70	1.00	5.00	3.3000	1.01224	-.295	.287
Innovation	70	1.00	5.00	3.6429	.90146	-.565	.287
Responsibility	70	1.00	5.00	3.3571	.94847	-.677	.287
Responsibility	70	1.00	5.00	3.4143	.87630	-.661	.287
Responsibility	70	1.00	5.00	3.4429	.86201	-.866	.287
Standards	70	1.00	5.00	3.4429	1.07185	-.536	.287
Standards	70	1.00	5.00	3.6000	.93870	-.407	.287
Standards	70	1.00	5.00	3.5286	.82920	-1.114	.287
Rewards	70	1.00	5.00	3.1857	1.09403	-.381	.287
Rewards	70	1.00	5.00	2.8143	1.19532	.161	.287
Rewards	70	1.00	5.00	3.4000	1.04118	-.162	.287
Rewards	70	1.00	5.00	3.4143	.97048	-.339	.287
Clarity	70	1.00	5.00	3.5143	.89674	-.727	.287
Clarity	70	2.00	5.00	3.6286	.81953	-.509	.287
Clarity	70	1.00	5.00	3.6000	.80576	-.849	.287
Clarity	70	2.00	5.00	3.5286	.79346	-.723	.287
Clarity	70	1.00	5.00	3.4429	.92683	-.784	.287
Clarity	70	1.00	5.00	3.5286	.89639	-.696	.287
Clarity	70	1.00	5.00	3.4143	1.02848	-.915	.287
Clarity	70	1.00	5.00	3.2571	1.04515	-.932	.287

Table (3) - Descriptive Statistics of Affective commitment

	Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Affective Commitment	70	1.00	5.00	3.4143	.99990	-.831	.287
Affective Commitment	70	1.00	5.00	3.1286	1.11539	-.390	.287
Affective Commitment	70	1.00	5.00	2.6857	1.01500	-.417	.287
Affective Commitment	70	1.00	5.00	2.4857	1.00351	.660	.287
Affective Commitment	70	1.00	5.00	2.4429	1.00196	.695	.287
Affective Commitment	70	1.00	5.00	3.3429	.91502	-.862	.287

Regression Analysis

In regression analysis we fit a model to our data and use it to forecast the value of the dependent variable from the one or more independent variables. This research uses simple linear regression analysis. The regression analysis was first conducted between the independent variables (innovation, responsibility, standards, rewards and clarity) and with the dependent variable (affective commitment).

The following tables summarize the results obtained from the regression analysis indicating whether the proposed model is suitable or not. The table presents the significance of the model as a whole as well as the relative contribution of each variable individually. Table 4 shows the regression analysis of innovation, responsibility, standards, rewards and clarity on affective commitment

Table (4) - Descriptive Statistics of Affective commitment

Regression analysis for all dimensions of organizational climate on affective commitment					
Model	R	R-Square	F	Sig.	Beta
Innovation	0.508	0.258	13.911	.001	0.642
Responsibility	0.603	0.364	22.847	.000	0.111
Standards	0.467	0.218	11.150	.002	0.550
Rewards	0.366	0.134	6.182	0.017	0.391
Clarity	0.736	0.541	47.201	.000	0.918

Dependent Variable: Affective Commitment

Hypothesis 1a:

Innovation has a significant effect on Affective Commitment

In connection with hypothesis 1(a), results from linear regression show that the relationship was significant as p -value = 0.001 (Healey, 2009), $F = 13.911$, R -Square = 23.9%. This value is significant at 1% significance level. That is, being innovative had the strongest effect on commitment needed to do job with an emotional attachment with a standardized coefficient beta of 0.642. An assessment of individual variables significance and the associated estimated regression parameters are displayed in (Table 4). In this regard, the findings of present study help to suggest that management needs to explore for suitable/adequate mechanism, which help promote personal growth of academic staff. For example, academic settings should design strategies to promote the autonomous environment. In academic settings, preferred environment should be the autonomous culture. This particular is logical to understand especially within group of those teachers who are involved in teaching at higher education level. Since, effective teaching is a demanding task and requires one to be innovative while managing it. This is important to understand that an innovative environment should be the autonomous one. The autonomous environment may contribute well in performing the job responsibilities. This is in line with previous findings of (Stewart et al., 2007; Damanpour & Evan, 1984; Zapata, 2010; Allen & Palaich, 2000; Grubb, 2008; Ingersoll, 2004), the researchers supported that innovation in workplace environment is linked with affective commitment.

Hypothesis 1b:

Responsibility has a significant effect on Affective Commitment

Results Regression analysis was conducted with responsibility as the dependent variable and affective commitment as the independent variable. The adjusted R square value is 0.348 and $F = 22.847$ ($p < 0.000$) that reveal v can predict 34.8 % of the variance in affective commitment. Regression coefficient (B) was 0.641 (0.134), which was significantly different from zero ($t = 4.780$; $p = 0.000$) at 1% significance level. Therefore, results of regression analysis support the hypothesis 1(d). Its alternative hypothesis that responsibility has a significant effect on affective commitment is supported by my data.

Hypothesis 1c:

Standards have a significant effect on Affective Commitment.

Results Regression analysis was conducted with standards as the dependent variable and affective commitment as the independent variable. The adjusted R square value is 0.198 and $F = 11.150$ ($p < 0.002$) that reveal standards can predict 19.8 % of the variance in affective commitment. Regression coefficient (B) was 0.550 (0.165), which was significantly different from zero ($t = 3.339$; $p = 0.002$) at 1% significance level.

Therefore, results of regression analysis support the hypothesis 1(g). Its alternative hypothesis that standards have a significant effect on affective commitment is supported by my data. Along with this, an important consideration pointed out by present study is that management requires explicit rules and procedures of the organization. This focus on clarity of rules and procedures particularly comes under system maintenance of the academic settings, which in turn positively contributes in developing emotional bonding of employees with their organization. Previous studies also provided support for association of standards and cohesion with organizational commitment (Brooks & Seers, 1991; Chughtai & Zafar, 2006).

Hypothesis 1d:

Rewards have a significant effect on Affective Commitment.

Results Regression analysis was conducted with rewards as the dependent variable and affective commitment as the independent variable. The adjusted R square value is 0.112 and $F = 6.182$ ($p < 0.017$) that reveal rewards can predict 11.2 % of the variance in affective commitment. Regression coefficient (B) was 0.391 (0.157), which was significantly different from zero ($t = 2.486$; $p = 0.017$) at 1% significance level. Therefore, results of regression analysis support the hypothesis 1(j). Its alternative hypothesis that rewards have a significant effect on affective commitment is supported by my data. This relation supports (Andrew, D.P.S. and Kent, A. 2007; La Motta, T, 1995; De Cotiis, T.A. and Summers, T.P. 1987; Allen, N.J. and Meyer, J.P. 2000) when argued that affective commitment depends upon the on rewards and recognition offered by the organization.

Hypothesis 1e:

Clarity has a significant effect on Affective Commitment.

Results Regression analysis was conducted with clarity as the dependent variable and affective commitment as the independent variable. The adjusted R square value is 0.530 and $F = 47.201$ ($p < 0.000$) that reveal clarity can predict 53 % of the variance in affective commitment. Regression coefficient (B) was 0.918 (0.134), which was significantly different from zero ($t = 6.870$; $p = 0.000$) at 1% significance level. Therefore, results of regression analysis support the hypothesis 1(m). Its alternative hypothesis that clarity has a significant effect on affective commitment is supported by my data. Some researchers have although mentioned that workplaces with clarity of rules and procedures may exert profound influence on employees' commitment (Mauser, as cited in Moos, 2008). Clarke and Iles (2000) suggested that workplace- promoting support for diversity could enhance employees' commitment.

Discussion and Summary

This study aims to investigate the relation between organizational climate and organizational commitment. A lot of research has been done which addresses the variables mentioned above (Cook and Wall, 1980; Aldag and Reschke, 1997, Nitin Arora & Arora, 2012). Previous research identified that positive climate can contribute to strong employee commitment (Laschinger, 2001). Literature (Ahmed and Alvi, 1987; Neumann et al, 1990; Fink, 1992; Iverson, McLeod, and Erwin 1995 Steers, 1977; DeCotiis and Summer, 1997) suggested that there is positive and significant relationship between organizational climate and employees' commitment.

This study makes a contribution by exploring the relationship between dimensions of organizational climate (Innovation, Responsibility, Standards, rewards and Clarity), and organizational commitment dimension Affective commitment.

The empirical evidence of this research identified that all organizational climate dimensions found significant in the college of management and technology with and affective commitment.

To conclude, In the case of the academic staff of the college of management and technology, the power of the relationship between organizational climate and organizational commitment indicates that innovation, responsibility, standards, rewards and clarity (climate variables) strongly influence employees' positive emotional attachment which is characterized by their strong links, an identification with, and involvement in the organization and their feelings of obligation toward the organization.

Direction for Future Research

It is recommended that future study be supposed to take into description a broader vision of employees from different organizations rather than just focusing on academic staff. There is an opportunity to reflect on other forecasters as well. The study was carried out with close-ended questions from participants. Interview and open ended question method is capable of further large legality and dependability of the study. As many

unknown responses and remarks can merely probably be taken out by questioning keen on the difficulty from end to end straight and not direct question. So it suggested adjusting the questionnaire for being higher validity in content and more reliability aspects.

This study has highlighted the importance of college climate and academic staff commitment. Both of these variables have been studied for their connection to positive organizational outcomes, the most notable of which is student achievement. It was not surprising to find a connection between a good college climate and a more committed faculty. The use of the Organizational Climate dimensions is relatively new and could benefit from more studies across a wide range of educational sector levels.

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