Relationships between Organizational Climate and Organizational Commitment: A Literature Review in the Asian Context

Gesca Sonarita[1], Sudjarwo Sudjarwo[1], Hasan Hariri[1]

[1]*Faculty of Teacher Training and Education, Universitas Lampung, Indonesia*

Abstract--- **The importance of organizational climate in an organization attracts researchers to investigate it, and this paper is to examine the relationship between organizational climate and organizational commitment. There are a few articles about review of the relationship between organizational climate and organizational commitment, especially in Asia context, that can be found. The purpose of this review is to examine the relationship between organizational climate and organizational commitment in Asia. Based on the results of literature review from various countries and organizations in Asia, we found that organizational climate and organizational commitment has a positive and significant relationship.**

Keywords----organizational climate, organizational commitment, Asian context, relationship, literature review

I. INTRODUCTION

The ability of an organization to start and achieve its goals is a function of its ability to attract, hire, satisfy human resources, maintain, and improve their competence [1]. Each organization has to concern about human resources and it is important to increase their commitment by make any changes within the organization [30]. A positive organizational climate is said to be one important variable that will encourage employee's effort and commitment [23]. Organizational climate arises in organizations through a social information process that concerns to employees attach to the policies, practices, and procedures they experience and the behaviors they observe being rewarded, supported, and expected [31].The organizational climate providing human resources good working environment and condition. Help them reach their job satisfaction, so that this can increase commitment among the staff to the organization [13].

It has been known that many studies have examined the relationship between organizational climate and organizational commitment in different countries such as Indonesia [20]; Malaysia[23], [25],[26]; Iran [3], [10], [30]; Saudi Arabia [35]; Egypt[13], [28]; to Nigeria [18]. In addition, meta-analytical study of the relationship between organizational climate and organizational commitment has been done by Arora, Nuseir, Nusair, and Arora [8] but the conclusion were limited to employees based in organizations located in the USA. Therefore, this study is a meta-analytical of organizational climate and organizational commitment to fill the limitations. Research question that guide this paper focus: What are the relationships between organizational climate and organizational commitment in Asian context?

II. LITERATURE REVIEW

A. Organizational Climate

Organizational climate describes the employee perception, involving of employee's psychological perceptions about the organization and their work environment[4], [31], [36]. In short, Organizational climate refers to the way of members of an organization believe it as it goes about its daily business [23]. Organizational climate indicates a set of attributes about an organization and that may be induced from how that organization deal with their members and environment [17]. The factors that are considered as fundamental components in the organizational climate include organization structure, relations between the employees and management, managerial support, and participation in decision making [4].

Maintaining a positive organizational climate is a must for any organization because the climate has a tangible effect on employee motivation, improves performance, loyalty, productivity and decrease turnover rates [26].

B. Organizational Commitment

Organizational commitment is defined as a measure of an employee's identification with the organization [15]. Measurement of this context included assessments of motivation, intent to stay, and identification with the values of the organization [24]. Organizational commitment has been identified as a substantial factor in understanding and explaining employees'work-related behavior in organizations [11].

Porter, Steers, Mowday, and Boulian [27] characterizes organizational commitment at least three factors:

(a) a strong belief in and acceptance of the organization's goals and values;
(b) a willingness to exert considerable effort on behalf of the organization;
(c) a definite desire to maintain organizational membership.

Commitment can be established from the very beginning when an employee join the organization through well-developed socialization and orientation programs [9]. Organizational commitment itself gives a meaningful impact onsomeone's devotion, responsibility and loyalty to a task or an organization [26].

III. METHODS

This literature review focus on the relationships between organizational climate and organizational commitment.

A. Search and Review Methods

The review process began with a search engine, google scholar, to search for articles with keywords: "organization climate and organizational commitment". The search ranged was from 2008-2018 and it is identified a total of 378 studies and articles. The criteria for inclusion in this study were as follows:

(a) quantitative results of relationship between organizational climate and organizational commitment
(b) the research was conducted in Asia
(c) the research used English language
(d) dissertationand thesis are excluded.

TABLE I
RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE AND ORGANIZATIONAL COMMITMENT IN ASIA

Author(s) and year	Type of Organization	N	Country	Result	Instrument	
					Organizational Climate	Organizational Commitment
Noordin et al. (2010) [23]	Company	150 employees	Malaysia	Significant and positive correlation between organizational climate and organizational commitment	Organizational Climate Survey Instrument Developed by Authors	Organizational Commitment Questionnaire by Allen and Mayer (1991)
Iqbal (2008) [21]	Company	353 employees	Pakistan	Significant and positive correlation between organizational climate and organizational commitment	Situational Outlook Questionnaire (SOQ) by Ekvall (1983)	Organizational Commitment Questionnaire by Mowday (1979)
Bahrami et al. (2016) [10]	Hospital	90 nurses	Iran	Positive and significant correlation between organizational climate and organizational commitment	Organizational Climate Description Questionnaire Developed by Halpin And Croft	Organizational Commitment Questionnaire by Allen and Mayer (1991)
Dorgham (2012) [13]	Hospital	90 nurses	Egypt	Positive and significant correlation between organizational commitment and organizational climate	Organizational Climate Survey Instrument Developed by Author	Organizational Commitment Questionnaire by Allen and Mayer (1993)
Saeidipour (2013) [30]	University	300 staff members	Iran	Positive and significant Relationship between organizational climate and organizational commitment	Organizational Climate Questionnaire Designed by Sussman and Deep (1989)	Organizational Commitment Survey Instrument Developed by Saeidipour (2013)
Zakari (2012) [35]	University	72 staff members	Saudi Arabia	Positive and significant relationship between organizational climate and organizational commitment	The Organizational Climate Description Questionnaire-Higher Education (Ocdq-He; Borrevik, 1972)	The Meyer and Allen Organizational Commitment Instrument (1993)
Danish, Draz, and Ali (2015) [12]	University	179 teachers	Pakistan	Positive and significant relationship between organizational climate and organizational commitment	Organizational Climate Survey Instrument Developed by Authors	Organizational Commitment Survey Instrument Developed by Authors

Shanker (2015) [32]	Company	615 executives	India	Positive correlation between affective commitment and positive correlation between continuance commitment	Steers and Braunstein (1976) Manifest Need Questionnaire	Organizational Commitment Questionnaire Porter et al. (1974)
Pa'wan and Omar (2018) [25]	University	870 academics	Malaysia	Positive and significant relationship between innovative organizational climate and organizational commitment	Organizational Climate Survey Instrument Developed by Authors	Organizational Commitment Survey Instrument Developed by Authors
Idrus et al. (2012) [20]	Company	150 employees	Indonesia	Moderate positive relationships between organizational climate and affective commitment	Organizational Climate Survey Instrument Developed by Authors	Organizational Commitment Survey Instrument Developed by Authors
Ahmad Hashemi (2014) [3]	Secondary School	306 principals	Iran	Positive and significant relationship between organizational climate and organizational commitment	Halpin and Croft Organizational Climate (1963)	Organizational Commitment Questionnaire Porter et al. (1974)
Riad et al. (2016) [28]	Higher Educational Sector	70 employees	Egypt	Positive and significant relationship between organizational climate and affective commitment	Organizational Climate Survey Instrument Developed by Authors	Organizational Commitment Questionnaire (OCQ) by Meyer andAllen
Feizi (2014) [14]	Ministry of Labor and Social	182 peoples	Iran	Significant and positive relationship between Organizational climate and organizational commitment	Organizational Climate Questionnaire byHalpin& Croft (1963)	Organizational Commitment Questionnaire (OCQ) by Meyer andAllen
Rostami, Veismoradi, and Akbari (2012) [29]	Company	162 employees	Iran	Positive and significant relationship between organizational climate and organizational commitment	Organizational Climate Questionnaire byHalpin& Croft (1963)	Organizational Commitment Questionnaire (Meyer & Allen, 1993)
Gheisari, Sheikhy, and Derakhshan (2014) [16]	Company	296 employees	Iran	Positive and significant relationship between organizational climate and organizational commitment	Organizational Climate Questionnaire byHalpin& Croft (1963)	Organizational Commitment Questionnaire (Meyer & Allen, 1993)
Zobaidi and Bavarsad (2016) [37]	Grain and Commercial	186 employees	Iran	Positive and significant relationship between organizational climate and organizational commitment	Organizational Climate Questionnaire byHalpin& Croft (1963)	Organizational Commitment Questionnaire (Meyer & Allen, 1993)
Ardakani, Ansari, and Ardakani (2012) [5]	Company	104 employees	Iran	Organizational climate has a significant impact on the commitment	Organizational Climate Survey Instrument Developed by Authors	Organizational Commitment Survey Instrument Developed by Authors
Shirzadi, Shad, Nasiri, Abdi, and Khani (2013) [33]	Schools	196 teachers	Iran	Significant and positive relation, between organizational climate and organizational commitment administration of Kermanshah Province	Organizational Climate Questionnaire (OCQ) by Sussman and Deep (1989)	Job Commitment Questionnaire by Lina et al. (2007)
Hosseini and Talebian (2015) [19]	Schools	151 teachers	Iran	Positive and significant correlation between organizational commitment and organizational climate of physical education teachers	Organizational Climate Description Questionnaire-School (OCDQ)	Allen Meyer Organizational Commitment Questionnaire, and Ojaghi Organizational Commitment Questionnaire.
Kaur and Randhawa (2017) [22]	Company	509 employees	India	Organizational climate has a strong and positive correlation with	Organizational Climate Survey Instrument	Organizational Commitment Survey Instrument

				organizational commitment	Developed by Authors	Developed by Authors
Ahluwalia and Singh (2015) [2]	Railway Employees	590 employees	India	Organizational climate as significant predictors of organizational commitment	Organizational Climate Survey Instrument Developed by Authors	Organizational Commitment Survey Instrument Developed by Authors
Ariyani (2013) [6]	University	100 employees	Indonesia	Organizational climate has significant impact on organizational commitment	Organizational Climate by Litwin and Stringer (1968)	Organizational Commitment Questionnaire by Allen and Meyer (1990)
Ariyani (2015) [7]	University	100 employees	Indonesia	Organizational climate has significant impact on organizational commitment	Organizational Climate by Litwin and Stringer (1968)	Organizational Commitment Questionnaire by Allen and Meyer (1990)

IV. RESULTS AND DISCUSSION

This section reports the main findings of the reviewed articles. Analysis shows that most articles focus on increasing organizational commitment of employees through organizational climate. Articles that have been reviewed are those in which research that was conducted in Asian countries.

Based on the reviewed articles, there were various ways of collecting organizational climate data and organizational commitment data. Different questionnaires were used from one article to another. The most commonly used Organizational Climate Questionnaire are developed by Halpin and Croft; and Organizational Climate Questionnaire by Litwin and Stringer. While for collecting the organizational commitment data, questionnaires by Allen and Meyer was most widely used.

Research on the relationship between organizational climate and organizational commitment in Asia has been carried out in various organizations and in various countries. Table 1 shows that research has been conducted in schools, universities, ministries, companies and hospitals. The results of the study mostly show a positive and significant relationship between organizational climate and organizational commitment. But in the study conducted by Idrus et al. [20] used a self-made questionnaire, there was no significant and positive relationship between organizational climate and organizational commitment but moderate positive.

There was no significant and positive relationship in research by Idrus et al. [20] because the salary earned by employee in related organizations is very low if compared to similar organizations, so that employee job satisfaction which is one aspect of the organizational climate is very low. Therefore the organization must do something to improve job satisfaction which is an important element to be considered.

However, because almost all research results show that there is a positive and significant relationship between climate and commitment across different types of organizations and various Asian countries, in general it can be concluded that there is a positive and significant relationship between climate and commitment in Asia.

The broad conclusion is that when we consider all the reviewed studies about relationship between organizational climate and organizational commitment that was conducted in Asian countries, there is significant relationship between both variables. But there are some things that can affect the relationship, for example the salary level of employees in the organization. In fact, here those written there was a negative relationship between organizational climate and organizational commitment of employees who feel their salary needs to be improved. So there are factors that can affect the relationship between the two variables

As with any study, this review has limitations. First, article reviewed was only in English language so the other research were not reviewed because of limitations of the author. Second, dissertation and thesis were left out of the review, this may lead to publication bias in the results [34]. Third, the scope of articles reviewed is still very limited, in this paper the scope is limited only to research that was conducted in Asian countries, while the variations of Asian countries reviewed are still lacking. A final limitation is there is no single measure capable of comparing across studies.

REFERENCES

[1]. Adeniji, Anthonia Adenike. (2011). Organizational climate as a predictor of employee job satisfaction: Evidence from Covenant University. *Business intelligence journal, 4*(1), 151-166.

[2]. Ahluwalia, Darshnita B, & Singh, Promila. (2015). Organisational climate, work motivation and hierarchical level as predictors of job satisfaction and organisational commitment among railway employees. *Indian Journal of Health and Wellbeing, 6*(9), 831.

[3]. Ahmad Hashemi, Seyed. (2014). Investigating the relationship between organizational climate and organizational commitment and organizational effectiveness among school managers: A case study in Fars province in Iran. *European Online Journal of Natural and Social Sciences: Proceedings, 2*(3 (s)), pp. 1665-1671.

[4]. Arabaci, İ Bakır. (2011). Organizational Climate of Fırat University. *International Online Journal of Educational Sciences, 3*(1).

[5]. Ardakani, Samad Ranjbar, Ansari, Ahmad, & Ardakani, Mostafa Ranjbar. (2012). Organizational Climate And Commitment.

[6]. Ariyani, Emma Dwi. (2013). Organizational climate towards job satisfaction and organizational commitment at workplace. Paper presented at the Interdisciplinary Behavior and Social Sciences: Proceedings of the 2013 International Conference on Innovation, Communication, and Engineering (ICICE 2013), 26 Oktober - 1 November 2013, Qingdao, Shandong, P.R. China.

[7]. Ariyani, Emma Dwi. (2015). *The mediating roles of job satisfaction in the relationship between organizational climate and organizational commitment.* Paper presented at the Interdisciplinary Behavior and Social Sciences: Proceedings of the 3rd International Congress on Interdisciplinary Behavior and Social Science 2014 (ICIBSoS 2014), 1–2 November 2014, Bali, Indonesia.

[8]. Arora, Nitin, Nuseir, Mohammed T, Nusair, Talal T, & Arora, Rumy. (2012). Study-based moderators influencing the relationship between organizational climate and employee's organization commitment: A meta-analysis. *EuroMed Journal of Business, 7*(2), 201-220.

[9]. Atmojo, Marnis. (2015). The influence of transformational leadership on job satisfaction, organizational commitment, and employee performance. *International research journal of business studies, 5*(2).

[10]. Bahrami, Mohammad Amin, Barati, Omid, Ghoroghchian, Malake-sadat, Montazer-alfaraj, Razieh, & Ezzatabadi, Mohammad Ranjbar. (2016). Role of Organizational Climate in Organizational Commitment: The Case of Teaching Hospitals. *Osong public health and research perspectives, 7*(2), 96-100.

[11]. Bakhshi, Arti, Kumar, Kuldeep, & Rani, Ekta. (2009). Organizational justice perceptions as predictor of job satisfaction and organization commitment. *International journal of Business and Management, 4*(9), 145.

[12]. Danish, Rizwan Qaiser, Draz, Umar, & Ali, Hafiz Yasir. (2015). Impact of organizational climate on job satisfaction and organizational commitment in education sector of Pakistan. *American Journal of mobile Systems, Aplications and Service, 1*(2), 102-109.

[13]. Dorgham, Shereen Ragab. (2012). Relationship between organization work climate & staff nurses organizational commitment. *Nature and Science, 10*(2), 80.

[14]. Feizi, Somayeh. (2014). A study on the relationship between organizational climate with organizational commitment at the Ministry of labor and Social Affairs from the operating experts' perspective of that ministry. *International SAMANM Journal of Marketing and Management, 2*(2).

[15]. Fu, Weihui, & Deshpande, Satish P. (2014). The impact of caring climate, job satisfaction, and organizational commitment on job performance of employees in a China's insurance company. *Journal of Business Ethics, 124*(2), 339-349.

[16]. Gheisari, Farhad, Sheikhy, Ayyub, & Derakhshan, Rostam. (2014). Explaining the relationship between organizational climate, organizational commitment, job involvement and organizational citizenship behavior among employees of Khuzestan Gas Company. *Mediterranean Journal of Social Sciences, 5*(20), 2986.

[17]. Hellriegel, Don, & Slocum, John W. (1974). Organizational climate: Measures, research and contingencies. *Academy of management Journal, 17*(2), 255-280.

[18]. Henry, IG. (2017). Organizational climate and organizational commitment of deposit money banks in rivers state. *International Journal of Advanced Academic Research, 3*, 18-30.

[19]. Hosseini, Maryam, & Talebian, Nia H. (2015). Correlation between organizational commitment and organizational climate of physical education teachers of schools of Zanjan. *Int J Sport Stud, 5*(2), 181.

[20]. Idrus, S., Omar, S., Noordin, F., Naziman, Y. H. N. M., Masnan, A., & Baistaman, J. (2012, June). Notice of Retraction Organizational climate and its influence on organizational commitment: Case in Jakarta. In *Humanities, Science and Engineering Research (SHUSER), 2012 IEEE Symposium on* (pp. 1445-1449). IEEE.

[21]. Iqbal, Adnan. (2008). *Organizational climate and employees' commitment: a study of the pakistani knitwear industry.* Paper presented at the Estableciendo puentes en una economía global.

[22]. Kaur, Kuldeep, & Randhawa, Gurpreet. (2017). Organizational Climate & Commitment: An Analysis of Food Processing Industry of Punjab. *Indian Journal of Industrial Relations, 53*(2).

[23]. Noordin, Fauziah, Omar, Safiah, Sehan, Syakirarohan, & Idrus, Shukriah. (2010). Organizational climate and its influence on organizational commitment. *The International Business & Economics Research Journal, 9*(2), 1.

[24]. O'Reilly, Charles A, & Chatman, Jennifer. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of applied psychology, 71*(3), 492.

[25]. Pa'wan, Fatimah, & Omar, Rosmini. (2018). Effects of innovative organizational climate on organizational commitment in malaysian higher education institutions. *MOJEM: Malaysian Online Journal of Educational Management, 6*(2), 1-21.

[26]. Permarupan, P Yukthamarani, Saufi, Roselina Ahmad, Kasim, Raja Suzana Raja, & Balakrishnan, Bamini KPD. (2013). The impact of organizational climate on employee's work passion and organizational commitment. *Procedia-Social and Behavioral Sciences, 107*, 88-95.

[27]. Porter, Lyman W, Steers, Richard M, Mowday, Richard T, & Boulian, Paul V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of applied psychology, 59*(5), 603.

[28]. Riad, Loaloa, Labib, Ashraf, & Nawar, Yehia Sabri. (2016). Assessing the impact of organisational climate on employees commitment. *The Business & Management Review, 7*(5), 357.

[29]. Rostami, Reza, Veismoradi, Akbar, & Akbari, Peyman. (2012). The Study Relationship between Organizational Climate, Organizational Commitment and Innovation in Cement Industry of Iran (Case Study: Cement West Co. of Kermanshah). *Technical Journal of Engineering and Applied Sciences, 2*.

[30]. Saeidipour, Bahman. (2013). A study on the effect of organizational climate on organizational commitment: A case study of educational system. *Management Science Letters, 3*(1), 181-194.

[31]. Schneider, Benjamin, Ehrhart, Mark G, & Macey, William H. (2013). Organizational climate and culture. *Annual review of psychology, 64*, 361-388.

[32]. Shanker, Meera. (2015). Organizational climate an antecedent to organizational commitment: An Empirical Study. *Aweshkar Research Journal, 19*(1).

[33]. Shirzadi, Reza, Shad, Jafar Ravan, Nasiri, Mohammad, Abdi, Hasan, & Khani, Shahrookh. (2013). The relation of organizational climate and job motivation with organizational commitment of new employed teachers of physical education of educations and training administration in Kermanshah Province. *Advances in Environmental Biology*, 4084-4089.

[34]. Snodgrass Rangel, Virginia. (2018). A review of the literature on principal turnover. *Review of Educational Research, 88*(1), 87-124.

[35]. Zakari, Nazik MA. (2012). The influence of academic organizational climate on nursing faculty members' commitment in Saudi Arabia. *Journal of Higher Education Theory and Practice, 12*(1), 66.

[36]. Zhang, Jianwei, & Liu, Yuxin. (2010). Organizational climate and its effects on organizational variables: An empirical study. *International Journal of Psychological Studies, 2*(2), 189.

[37]. Zobaidi, Karim, & Bavarsad, Belghais. (2016). *Relationship of simple and multiple between communication skills and organizational climate with organizational commitment of employee grain and commerce in Khuzestan Province.* Paper presented at the International Conference on Modern Research's in Management, Economics, & Accounting, 9 July 2016, Berlin, Germany.