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

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**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 on someone’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) dissertation and thesis are excluded.

<table>
<thead>
<tr>
<th>Author(s) and year</th>
<th>Type of Organization</th>
<th>N</th>
<th>Country</th>
<th>Result</th>
<th>Instrument</th>
<th>Organizational Commitment Instrument</th>
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<tbody>
<tr>
<td>Noordin et al.</td>
<td>Company</td>
<td>150 employees</td>
<td>Malaysia</td>
<td>Significant and positive correlation between organizational climate and organizational commitment</td>
<td>Organizational Climate Survey Instrument Developed by Authors</td>
<td>Organizational Commitment Questionnaire by Allen and Mayer (1991)</td>
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<td>Bahrami et al.</td>
<td>Hospital</td>
<td>90 nurses</td>
<td>Iran</td>
<td>Positive and significant correlation between organizational climate and organizational commitment</td>
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<td>Egypt</td>
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<td>Organizational Commitment Questionnaire by Allen and Mayer (1993)</td>
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<tr>
<td>Pa’wan and Omar (2018)</td>
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<td>870</td>
<td>Malaysia</td>
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<td>Halpin and Croft Organizational Climate (1963)</td>
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<td>182</td>
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<td>Ardkani, Ansari, and Ardkani (2012) [5]</td>
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<td>Hosseini and Talebian (2015) [19]</td>
<td>Schools</td>
<td>151</td>
<td>Iran</td>
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<td>Ahluwalia and Singh (2015) [2]</td>
<td>Railway Employees</td>
<td>590 employees</td>
<td>India</td>
<td>Organizational climate as significant predictors of organizational commitment</td>
<td>Organizational Climate Survey Instrument</td>
<td>Organizational Commitment Survey Instrument</td>
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<td>Ariyani (2013) [6]</td>
<td>University</td>
<td>100 employees</td>
<td>Indonesia</td>
<td>Organizational climate has significant impact on organizational commitment</td>
<td>Organizational Climate by Litwin and Stringer (1968)</td>
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<td>Ariyani (2015) [7]</td>
<td>University</td>
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<td>Organizational Climate by Litwin and Stringer (1968)</td>
<td>Organizational Commitment Questionnaire by Allen and Meyer (1990)</td>
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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.

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