

# Organizational Climate and Employee Commitment: An Extensive Literature Review

Ms. Mukta Katyal

Assistant Professor, Delhi School of Professional Studies and Research, Delhi (India)

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### \*Corresponding Author

Email: [muktakatyal02\[at\]gmail.com](mailto:muktakatyal02[at]gmail.com)

## ABSTRACT

This paper presented in-depth review of recent literature focused on organizational climate and employee's commitment. There is a link between good organizational climate and the employee's commitment in an organization. This paper aims to propose a conceptual model based on organizational climate and employee's commitment that explains the relationship of the linkage between these variables. The paper elaborates that how employers must understand the employee's needs and expectation in the aspect of organizational climate and commitment. Providing a critical review is the aim of current literature that how important is role of organizational climate in deciding the long term commitment of the employees based on the certain variables an looks forward for mutual growth of the organization as well as employee.

## 1. Introduction

Human capital is an integral part of a management process of any organization today in globalized business environment. To face different malice and competitions of the business environment, many organizational researchers are motivated to study the employee's commitment in joining an organization. Human beings play various role and dimensions as an employer, employee, or customer in today's business world.

In diversified culture, now a day's organization support for employee's skill development, as human being are highly allied with emotions and intelligence. So, the organization is more focused to fulfill the human need particularly on satisfaction and motivation.

Now, the organization is changing their orientation towards positive organizational behavior, attitudes and values in the working environment. There is a relationship between the right employee mindset and favorable economic growth of the nation. So, this gives the prospect to know exactly that organizational climate impact on employee commitment. Organizational support plays a vital role to enable a healthy relationship between an employee and employer.

Though, the technology has made lifestyle more comfortable but the function of an organization depends heavily on the human capital involvement. The employer must create an organization climate for growth and development of its employees. The underlying element which measures the employee commitment and also evaluates the organizational value is majorly the work passion. A good set of human capital is required for success and growth of an organization. Having the best human capital with the organization is an asset to it and retaining the human capital in any organization is vital for the growth of it in global terms in the long term.

## 2. Literature Review

"Organizational Climate is the study of perceptions that individuals have of various aspects of the environment in an organization (Owens, 1987)"

In any organization, for better quality of result there must be an effective and positive Organisational Climate. The most common problem that management faced that employees want the flexible work environment that create job satisfaction and commitment among the employees.

**David L. Turnipseed, (1988)**, The climate of an organization is the main factor & contributor to the effectiveness of an organization. The study reveals that climate is a measurable determinant of an organizational impact on the employee's mindset. Either good or bad climate but it contributes to goal achievement in any organization. **(Mohammed Borhandden et al. 2016)** it was concluded that An effective organization climate encourage the staff members to succeed in the career linked with the high work performance and decrease in the absenteeism, workforce turnover and so on. Moreover favorable organization climate is a vital element for the top management for retention of the capable and productive staff members.

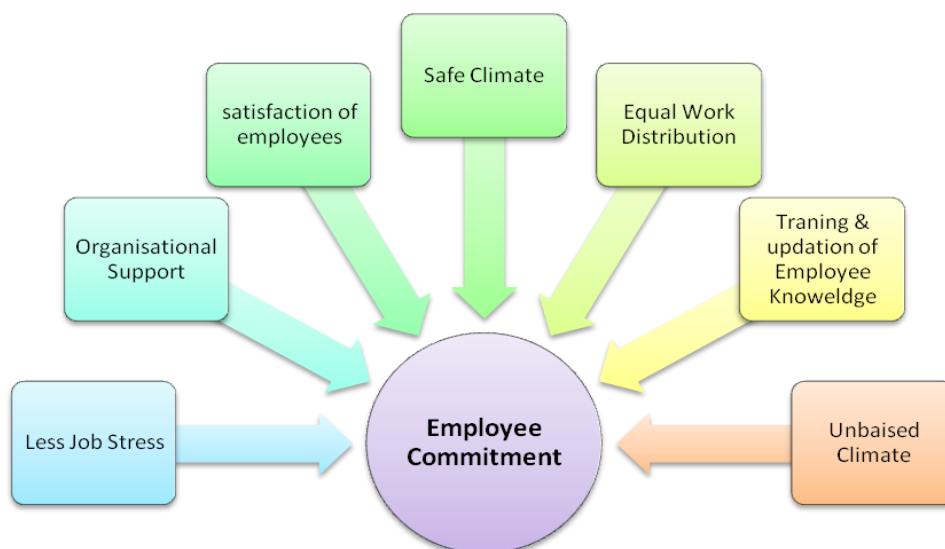
**Brian Johnston And Christine E. Deer (1984),**" Brian Johnston And Christine E. Deer (1984) the study has shown that we can change the behavior in the staff members but the perception of the member can only be changed by considerable change in the organization climate. **Ahmad Mohammadi, Alireza Youzbashi (2012)**, it showed that job stress among the physical education teachers may well control by the organizational climate. The study revealed the importance of safe climate in an organization that inspires safety assurance amongst employees. To create and maintain safest workplaces, it needs greater understanding of factors which impacts the safety of organization and leads to employee's retention in the long term. **(Michelle Ann Toppazzini, Karl Kilian Konrad Wiener 2017)**

In the research conducted on academicians to find out the relationship amongst organizational climate and the academic staff in the private universities, the factors which relate to the organizational climate and can cause dissatisfaction among the employee's i.e academicians were identified. Conclusion clearly stated that to reduce job hopping & promote retention of

employees their satisfaction is most important and it decides the success of universities in future. (Anthonia Adeniji,

Odunayo Salau, Kayode Awe, Olumuyiwa Oludayo 2018)

### 3. Proposed Model



### 4. Conclusion

The proposed model clearly indicates the variable which decides in long term the employee commitment within an organization for mutual growth essentially. Every organization must give importance to its staff in terms of their satisfaction, must support them back during problems, create climate which is safe, unbiased and has equal work distribution. Most

importantly, lets the employees to grow as an individual equally without making them overstressed. Training for employees and opportunities for them to be updated as per the technological advancement is majorly essential part of organizational climate which makes them motivated to stay in long term and happily utilize their skills and knowledge for mutual growth in future.

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