

# Effect of Organisational Climate on Employees' Organisational Affective Commitment the Case of Ethio telecom Western Region

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**To cite this article:**

Naol Abera Belay. Effect of Organisational Climate on Employees' Organisational Affective Commitment the Case of Ethio telecom Western Region. *International Journal of Economic Behavior and Organization*. Vol. 11, No. 1, 2023, pp. 7-16. doi: 10.11648/j.ijeb.20231101.12

**Received:** December 28, 2022; **Accepted:** March 17, 2023; **Published:** March 31, 2023

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**Abstract:** The complexity of an organization rose for the need of creating a suitable working environment via investigating the effect of organizational Climate components (employees' perceived autonomy, Bad Teamwork, reward and recognition, unfairness and supervisor's support) on employees' affective commitment in Ethio telecom Western Region. For this study, Structural Equation model was used to analyse the data gathered from 250 employees through questionnaire from non-managerial position employees out of which 236 were found valid and used for this study. The results of the study acknowledged that all organizational climate variables (autonomy, bad teamwork, reward and recognition, unfairness and supervisors' support) has a statistically significant effect on affective commitment of employees' to the organization, nonetheless bad teamwork and unfairness has a negative and significant effect on affective commitment of employees' to the study area. The study recommended structural transformation should take place in the organization to increase the motivation and commitment of employees' primarily on the areas of bad teamwork and employees' perception of unfairness to create a strong affective emotional attachment towards an organization. The conceptual relationship of organizational climate variables (employees' perceived autonomy, bad teamwork, reward and recognition, unfairness and supervisor's support) on affective commitment employees' put an intense credit on the climate of an organization.

**Keywords:** Organizational Climate, Organizational Commitment, Autonomy, Unfairness, Bad Teamwork, Reward and Recognition, Support, Affective Commitment

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## 1. Introduction

In contemporary world, organizations are facing more competition than ever before and these challenges are not unique to any particular organization, but they affect all organizations, no matter how they are formed [13]. As many of today's businesses continue to struggle to survive, it is important for managers to understand factors contributing. From human relationships, understanding the workings of employees and their perceptions were central to the function of an organization [23]. As organizational climate is related to employee opinions, research is conducted in a variety of contexts in almost every country in the world including Ethiopia which makes it difficult to determine which key values are appropriate for all workplaces [3].

Organizational climate influences the individual's behavior

and provides the quality of cooperation, the extent of the member's commitment to the organization's purpose and the effectiveness of the purpose for which it is translated into results [7]. On the other hand, the organization's commitment to employees has become a popular research topic in organizational behavior. However, over the past fifteen years, growing consensus has been emerged that commitment should be seen as the building up of a multidisciplinary approach to the process of employee relations and the implications for the decision to remain in the organization. This means that dedicated work remains in the organization compared to non-committed work [11]. Therefore, this study investigates the effect of organizational climate on affective commitment of employees' in the Ethio-telecom Western Region. As organizational climate vary from country to country and industry to industry, it is very important to learn

from either the government or the private sector about their success [15].

## 2. Literature Review

### 2.1. Organizational Climate

In literature, there is no generally accepted definition of organizational climate as it is a complex, multilevel, and multidimensional phenomenon that is derived from the perception of employees' information within the organization and is widely shared within the stable unit of the organization over time. Organizational structure is a set of measurable workplace that is directly or indirectly perceived by employees working within an organization that influences and promotes employee behavior. It is a recurring pattern of behavior, attitudes and feelings that puts life in the air with an organization that is invisible but present within the ethics and performance of employees [15].

### 2.2. Employees' Perceived Autonomy

It is giving employee the freedom to enjoy his or her position but within certain limits set by the organization. Managers respect performance standards and encourage them to take responsibility. Independence grows with personal commitment and as a result enhances mutual respect between employees and employers and confidence among employees [9].

It is stated that there is constructive relationship between employees' perceived autonomy and organizational commitment. If management claims on directing only, organization's commitment will be simply not built from scratch. So, organizational commitment and independence are closely related [21].

### 2.3. Employees Perception of Bad Teamwork

According to Hosseini, (2015), collaboration is defined as a collaborative process that allows ordinary people to achieve amazing results. The group has the same goal or objective in which team members can build effective collaborative relationships to achieve the group's goal. Partnerships are people who work together in a collaborative environment to achieve common team goals by sharing knowledge and skills [2].

Likewise, organization's co-operation in the existing partnership between all team members creates an environment in which everyone is committed to supporting and participating in promoting and caring for the environment of a good and efficient team. Team members should be flexible enough to adapt to collaborative workplaces where goals are achieved through bad teamwork and community dependence rather than self-reliance, the goal of competition [14].

### 2.4. Employees' Perception of Reward and Recognition

Reward is a total, financial and non-financial benefits gained by engrossment within an organization. The award

reflects the sense of being rewarded fairly and impartially with the organization's motivating policies. If an employee realizes that he or she is questionable to receive a fair trial or promotion even after having expert much in such an environment, he or she will likely be looking for another job elsewhere [23].

### 2.5. Employees Perception of Unfairness

Employees are concerned about the equilibrium of outcomes they receive and the unfairness of their management within the organization. The first idea of justice is the distribution of justice, and it is articulated through the organization's reward system [22].

Organ (1990) suggested that perceived procedural irregularities change employee and organizational relationships from other social exchanges (distributing obligations based on the prospect of giving and taking), where national ethics may be economically exchangeable [1].

### 2.6. Employees' Perception of Support

Supportive leader behavior can be restored under organization's dynamic authoritarian support. It has shown that folks tend to "build a global belief in the breadth of an organization that highly values their involvement and their protection for their well-being". Specifically, individuals assess the concert of an organizational agent (leaders and managers) around them and provide a common motive for such management, with categories considered important vary greatly between organizations and between individuals [10].

### 2.7. Organizational Commitment

Organization's commitment has been studied in the public, private, non-profit fields, and more recently around the world. It has been defined as a variety of functions, including employee loyalty to the organization, willingness to apply efforts on behalf of the organization, level of purpose and importance of meeting with the organization, and desire to retain membership (Morgan et al., 2019). It was declared to be the psychological state of the employees' relationship with organization and influence the decision to continue or terminate its membership in the organization [18]. Therefore, Mowday et al. (1982) identified three aspects of organizational commitment: Strong belief, acceptance, goals and values of an organization, a willingness to make a concerted effort on behalf of an organization, and a strong intention or desire to stay with the organization.

### 2.8. Affective Commitment

Employees' affective commitment refers to love of work, recognition and participation in the organization. An employee with a strong commitment to the organization stays with the organization because he or she needs to continue working in the organization [24]. It involves three aspects such as the formation of an emotional attachment to the organization, the identification and the desire to retain the membership of the organization. In this case, the

commitment involved involves identifying and swearing where the employees live in the organization at wills [24].

### 3. Research Problem

Since, organizational climate and employees' affective commitment changes from country to country and from industry to industry, it is very crucial to be studied moreover in government or private sector for their achievement [1-15]. Therefore, many studies have been conducted with regard to organizational climate and employees' affective commitment.

For instance, investigating organizational commitment of employees' across public and private sectors found that private sector employees' were the most committed ones while public sector employees have low level of commitment. This study had compared public and private sector employees' over their organizational commitment, but didn't point out why public sectors were less dedicated which was attributed to various organizational climate factors.

Additionally, although scholarly studies were conducted on the theme relating to organizational climate and employees' organizational commitment, some of the empirically conducted studies have looked at this notion from different angles with different conclusions without considering the dimensions of organizational commitment.

For instance, some of them studied antecedents of organizational commitment, some explored employees' commitment outcomes and some of them concluded that organizational climate has a positive effect on employees' affective commitment to the organization across a range of industries and organizations in foreign countries. But they failed to study psychological stimulus of organizational climate on employees' organizational commitment. So, there is a conceptual gap.

Tanchi, (2014) argued that the previous studies of organizational climate and employees' organizational commitment have not well examined the direct relationship of organizational climate and employees' affective, commitment at the same time in service sectors. Furthermore, the interaction among the actors of organizational climate in the service sector has not been well studied though some work has been done to test the interaction among autonomy, trust, Unfairness, support, team-work, reward and recognition in the manufacturing sector [9]. Therefore, this study investigated the direct relationship between organizational climate (autonomy, bad teamwork, support, unfairness, and reward & recognition and affective commitment of employees' to the organization by using structural equation model as a data analysis model.

### 4. Research Methodology

The study was designed as cross-sectional, which were used to gather relevant and pertinent information with regard to organizational climate and employees' affective commitment. The unit of analysis is the major entity that is

analyzed in the study. Thus, the unit of analysis for this study was individual professional employees' who are currently working at Ethio-telecom Western region.

### 5. Research Objective

The objective of this research is to ascertain the effect of organizational climate on affective commitment of employees' in Ethio-telecom Western Region. Depending on the above outlined literature, the following hypotheses were developed using practical research method.

- 1) Hypothesis1: Organizational climate has no statistically significant effect on employees' affective commitment.
- 2) Ho1a: Employees perceived autonomy has no statistically significant effect on employees' affective commitment.
- 3) Ho1b: Bad teamwork has no statistically significant effect on employees' affective commitment.
- 4) Ho1c; Reward & recognition has no statistically significant effect on employees affective commitment.
- 5) Ho1d; Unfairness has no statistically significant effect on employees' affective commitment to the organization.
- 6) Ho1e: Supervisors' support has no statistically significant effect on affective commitment of employees to the organization.

### 6. Data Collection and Statistical Analysis

According to Sivo et al (2006), even though there is petite consensus on the recommended sample size for Structural Equation Model (SEM), a 'critical sample size' is 200. In other words, as a rule of thumb, any number above 200 is understood to offer sufficient statistical power for data analysis. Therefore, the questionnaires administered as standard of census method for Structural Equation Model, so 250 were distributed Ethio-telecom Western Region employees' of the two selected study areas, and 242 questionnaires were returned and 236 were found valid with response rate of 94.4% (236/250) and was sufficient to proceed with the data analysis and the remaining was discarded.

As shown on table 1 below, through pilot study, psychometric properties of confirmatory factor analysis (CFA), Average Variance Extracted (AVE) and discriminant validity of the constructs was assessed in a series CFA models. Chi-square  $\chi^2$  test statistics were used for hypothesis testing to evaluate the appropriateness of a structural equation model. To affirm the necessity of the factor analysis; factor loading, cronbach's alpha, KMO, Bartlett's Test and significance level were used. The total variance explained through rotated factor loading of twenty nine (29) items of the six unobserved variables of organizational climate and affective commitment were considered.

*Table 1. Rotated Factor Loading.*

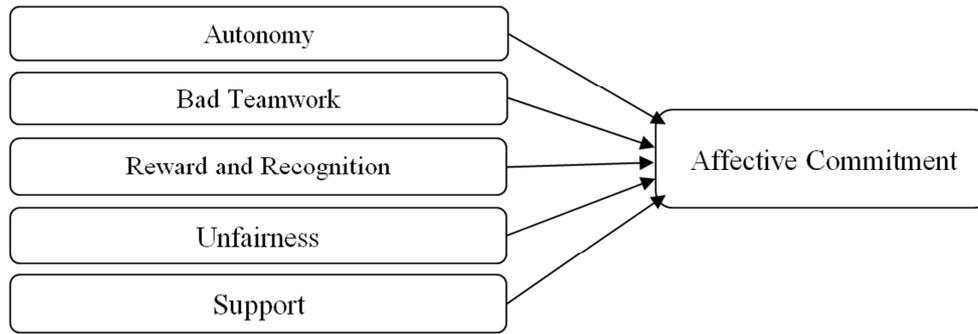
Constructs	Items	Factor Loading	Cronbach's alpha	KMO	Bartlett's P-value	Var.. Explained factor
Autonomy (EPA)	EPA1	0.758	0.855	0.791	0.000	57.99
	EPA2	0.773				
	EPA3	0.817				
	EPA4	0.785				
	EPA5	0.783				
	EPA6	0.753				
Bad Teamwork (TWK)	TWK1	0.930	0.941	0.827	0.000	85.10
	TWK2	0.961				
	TWK3	0.951				
	TWK4	0.943				
Reward and Recognition (RR)	RR1	0.861	0.870	0.838	0.000	72.17
	RR2	0.903				
	RR3	0.888				
	RR4	0.886				
Unfairness (FRNS)	FRNS2	0.797	0.879	0.865	0.000	68.16
	FRNS3	0.884				
	FRNS4	0.877				
	FRNS5	0.783				
	FRNS6	0.863				
	FRNS7	0.840				
	FRNS8	0.836				
	SSUP4	0.872				
Supervisor's Support (SSUP)	SSUP5	0.881	0.879	0.865	0.000	68.16
	SSUP6	0.893				
	SSUP7	0.856				
	SSUP8	0.635				
Affective Commitment (AC)	AC1	0.818	0.937	0.886	0.000	72.51
	AC2	0.824				
	AC3	0.929				
	AC4	0.941				
	AC5	0.930				
	AC6	0.929				
	AC7	0.796				

Source: SPSS output, (2022) Extraction Method: Principal Component Analysis. Rotation Method; Obliman Rotation with Kaiser Normalization Based on Eigenvalues?

## 7. Measurement Model

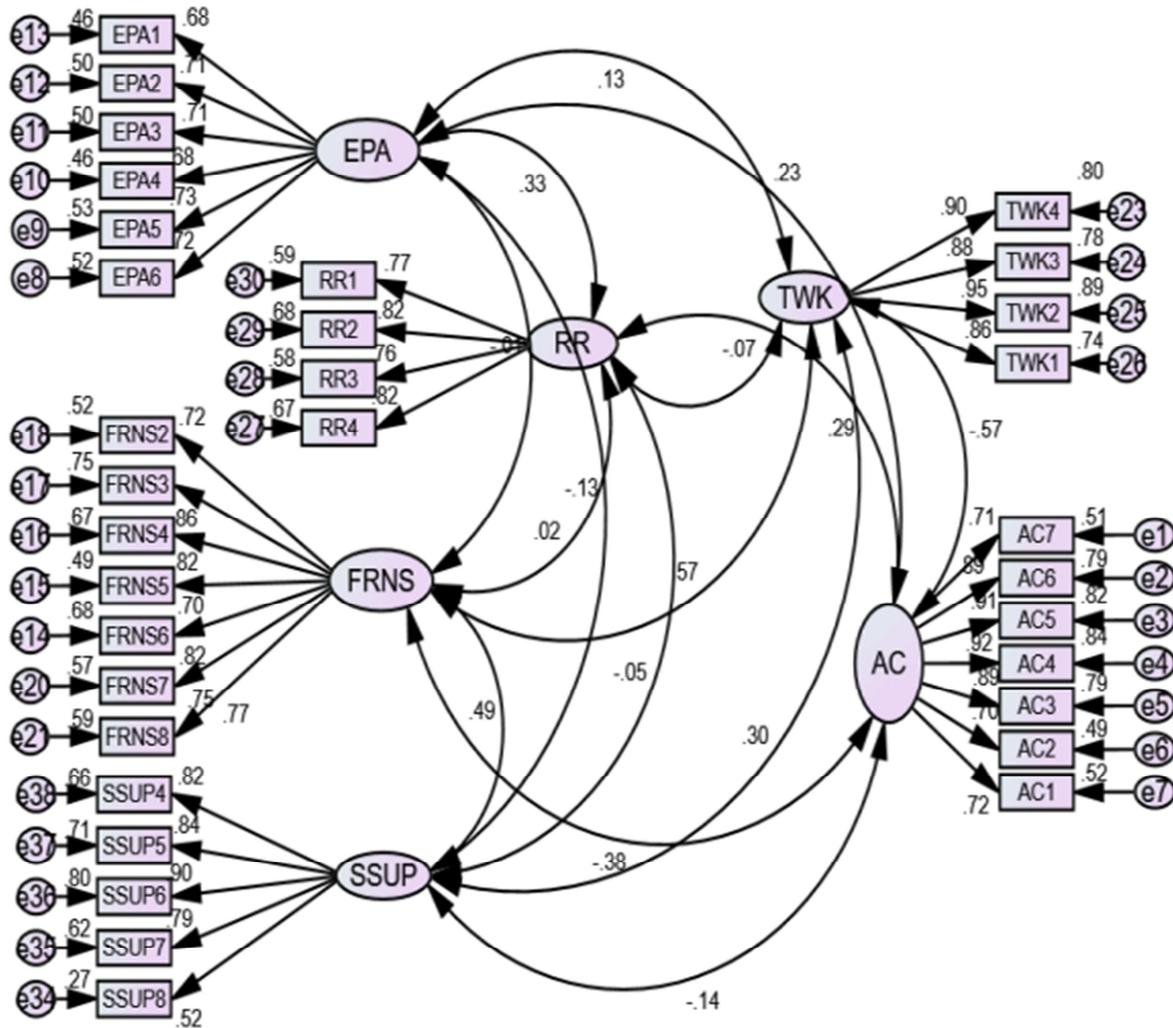
This is employed to evaluate construct validity of convergent and discriminant validity to of which the measures have adequate internal consistency by conducting the necessary tests and goodness of fit. The full structural model was then only being valid and reliable when the measurement model is based on theory and constructs, so that the subsequent structural model is based on a solid theoretical foundation [22]. After validation of the measurement was satisfied, the results of the confirmatory

factor analysis (CFA) using AMOS 23 was jumble-sale to measure the model fit of the measurement model to reassert the hypothesized structure. The measurement model shown in figure 1 comprises of six unobserved factors. Each factor was measured by a minimum of four to a maximum of 9 observed variables, the reliability of which is influenced by random measurement error, as indicated by the associated error term. Each of these observed variables were regressed into its respective factor. Finally the factors were shown to be inter-correlated. The hypothesized model was recursive, i.e., uni-directional.



Source: Self developed from literature, (2022)

Figure 1. Research Model.

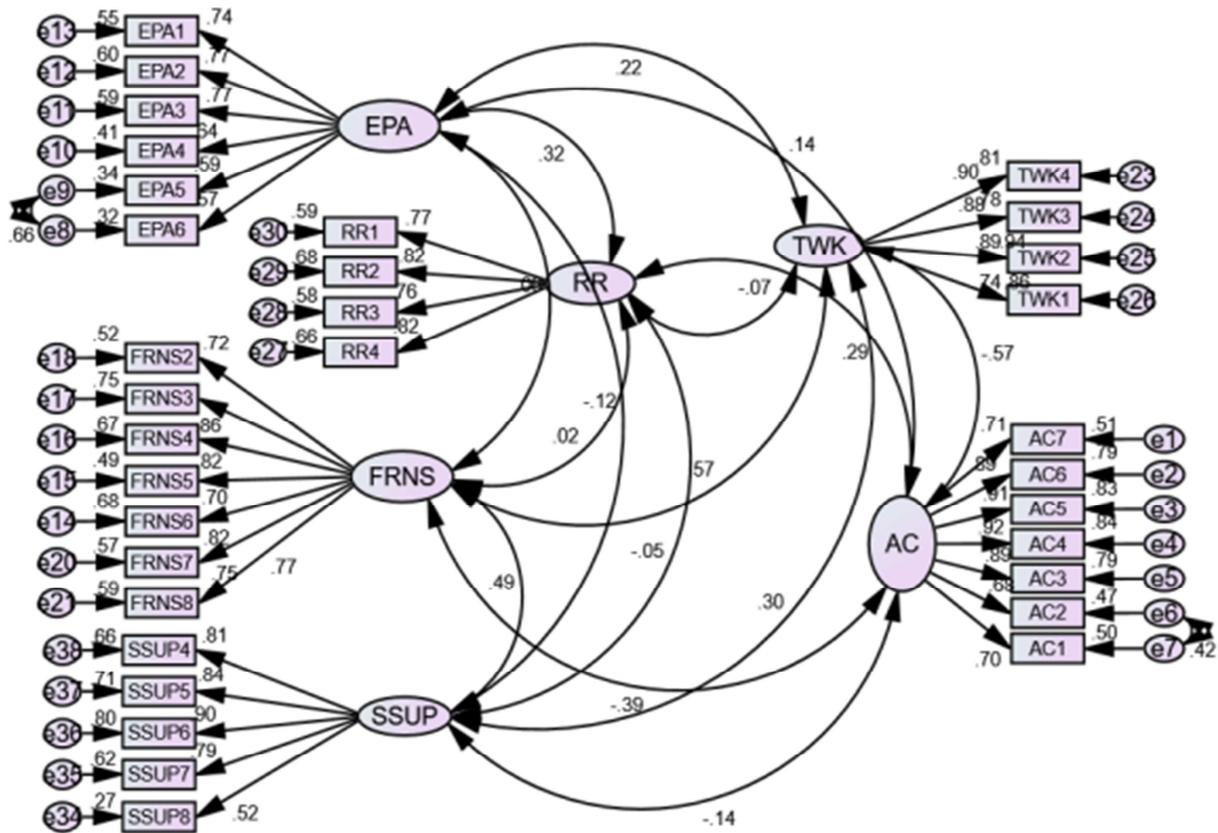


Source: Amos Output (2022)

Figure 2. Confirmatory Factor Analysis (CFA) initial measurement model for organizational climate on employees' affective commitment.

The result of AMOS on figure 1 above shows  $X^2$  (1130.584), DF (480),  $X^2/DF$  (2.355), RMSEA (0.076), RMR (0.074), CFI (0.887), IFI (0.887). Hence, the initial output doesn't qualify the acceptability of the measurement model as the model fitness test doesn't approve the standard. Hereafter, model modification indices was conducted in which reliability from organizational climate construct and

affective commitment of employees' measurement errors with highest modification indices was covaried. Accordingly e8 and e9 as well as e6 and e7 were covaried as they are having the highest modification indices. After undertaking the model modification to assure the model fitness; lastly the measurement model becomes acceptable with the following type of diagram shown in the figure 2.



Source: Amos Output (2022)

Figure 3. (CFA) measurement model of organizational climate on affective commitment.

The study used the most widely used estimation method known as Maximum Likelihood (ML) estimation. In this study the minimum iteration was achieved, thereby providing an assertion that the estimation process yielded an admissible solution, eliminating any concern about multicollinearity effects as illustrated on figure 3 above.

There are several indicators of goodness-of-fit and most SEM scholars recommend evaluating the models by observing more than one of these indicators [14].

Therefore, there are various GOF indicators, although only a couple of which are reported. Generally GOF indicators can be

grouped into three categories: absolute measures, incremental measures and parsimonious fit measures. To ensure consistency in the empirical assessment, as suggested in the literature [16] multiple GOF indices are used. This study follows the advice by [18, 22,] and presents the following fit indices: chi-square, normed chi-square, RMSEA, RMR and CFI. Hair et al, (2006) recommended that in addition to the chi-square ( $X^2$ ) value and degrees of freedom, at least one incremental index (CFI or TLI) and at least one absolute index (RMSEA or SRMR) should be reported. Therefore, study evaluates model fit based on the selected fit measures.

Table 2. Reliability and Validity Indices for the model Constructs.

Constructs	CR	Cronbach's alpha	AVE
Autonomy (EPA)	0.837	0.837	0.506
Bad Teamwork (TWK)	0.943	0.941	0.806
Reward and Recognition (RR)	0.870	0.870	0.627
Unfairness (FRNS)	0.910	0.914	0.591
Support (SSUP)	0.879	0.876	0.710
Affective Commitment (AC)	0.881	0.880	0.518

Source: Researcher's Output, (2022)

Note: C.R., composite reliability; AVE, average variance extracted. Cronbach's  $\alpha$  of all constructs is greater than 0.8.

A Confirmatory Factor Analysis (CFA) was conducted by using AMOS statistical software version 23. Measurement model validity depends on establishing acceptable levels of goodness-of-fit for the measurement model and finding specific evidence of construct validity. Confirmatory factor

analysis (CFA) loadings were used to determine the content and construct validity of the construct organizational climate and affective commitment of employees' to the organization. The ideal level of standardized loadings for reflective indicators is 0.70 but 0.60 is also considered to be an

acceptable level [5]. Hence the standardized factor loading of each measurement scales used to measure the six constructs (autonomy, bad teamwork, reward and recognition, unfairness, support and affective commitment) under the study resulted with the range of 0.6 and 0.9.

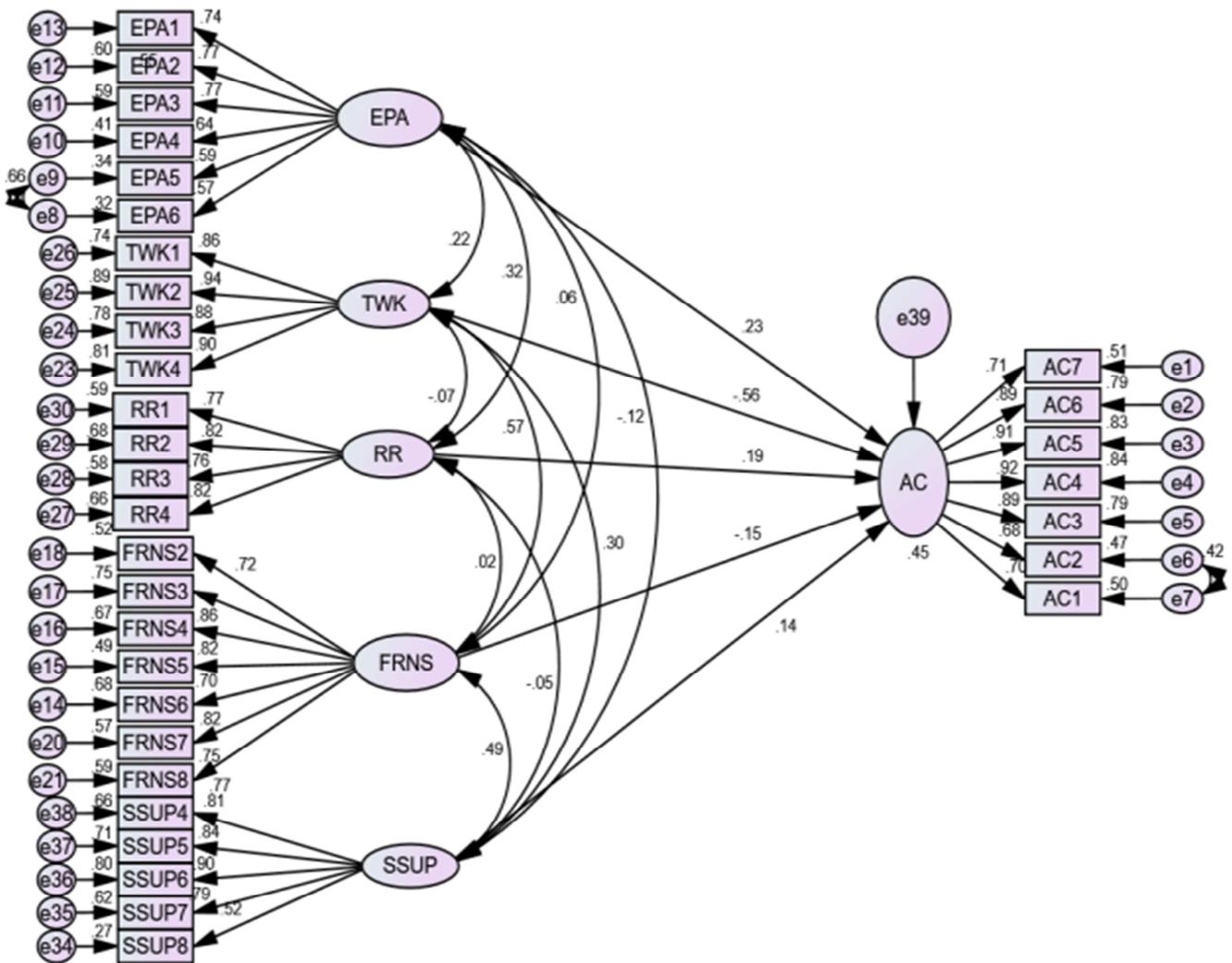
According to Cangur & Ercan (2015), the constructs are considered reliable when the Cronbach’s alpha and composite reliability value exceed the criteria of 0.70. Table 2 above shown that CR and Cronbach’s alpha values are > 0.70. The values (standardized regression coefficients) are greater than the minimum criteria of 0.50. Thus, all the constructs were reliable as illustrated in table 2.

The discriminant validity for the construct was also tested to assure weather the organizational climate construct is truly distinct from affective commitment employees’ to the organization construct. To do so the value obtained after

computation of correlation is compared with square root of AVE and the square root of AVE of all items were greater than the correlation values of the constructs indicating that there is no problem of discriminant validity in the construct or each construct is distinct from the other construct in the measurement model.

### 8. Structural Model

The SEM diagram shows the regression weights of the organizational climate leads to Affective commitment of employees’ to the organization in Ethio-telecom, Western Region. The SEM diagram is derived from organizational climate dimensions leads to affective commitment of Employees’. It also shows the correlation value of the dimensions and their corresponding regression error terms.



Source: Amos Output; (2022)

Figure 4. Organizational climate leads to affective commitment of employees’.

As illustrated on figure 4 above, the path diagram demonstrates the standardized regression weights (factor loadings) for the organizational climate variable towards the left and affective commitment towards the right for each of

the indicators. The squared multiple correlation coefficients (R²), describing the amount of variance the common factor accounts for in the observed variables, are also displayed. Additionally, a  $\chi^2$  (chi-square) statistic is listed in the column

between the tools and the path diagram. Testing the contribution that organizational climate has for affective commitment of employees' was accomplished by using AMOS 23 multivariate analysis software. This analysis resulted in a good fit to the data ( $X^2 = 973.608$ ,  $df = 478$ ,  $CFI = 0.914$ ,  $TLI = .905$ ,  $IFI = 0.914$ ,  $RMSEA = .066$ , and  $RMR = 0.076$ ). The above Hypothesis is not supported at 5% significance level. Other Construct loadings, t-value and  $R^2$

are presented for Organizational climate in the above figure 3.

It is apparent that the five constructs of organizational climate; autonomy, bad teamwork, reward and recognition, unfairness and supervisors' support load on the affective commitment of employees' with standardized regression weights of organizational climate variables as a very good indicator as shown in table 3 below.

Table 3. Regression Weights.

Constructs	Estimates	S.E	C.R	P	Status
AC<---EPA	.230	.093	3.251	.001	Ho rejected
AC<---TWK	-.564	.058	-6.915	***	Ho rejected
AC<---RR	.186	.072	2.960	.003	Ho rejected
AC<---FRNS	-.152	.077	-1.971	.049	Ho rejected
AC<---SSUP	.138	.100	2.037	.042	Ho rejected

Source: researcher Amos output (2022)

Note: A p value of less than 0.001, i.e., below 1%, in AMOS indicated by \*\*\*

## 9. Discussion of Empirical Results and Conclusion

This part of discussion answered the specific objectives of each of the dimensions of organizational climate (EPA, TWK, RR, FRNS and SSUP) on the dimensions of employees' organizational commitment (AC) in Ethio-telecom Western Region." The specific objective of the study is to investigate the effect of organizational climate on employees' affective commitment to the organization the case study of Ethio-telecom, Western Region.

As per the figure of regression analysis, it can be concluded as follows at p value of (.001)<.05 the researchers reject the null hypothesis and accept alternative hypothesis.

Hypothesis (Ho1a); proposed that employees' perceived autonomy has no statistically significant effect on the affective commitment of employees' to the organization. As can be observed from the table above, this hypothesis were rejected as there is a statistically significant and positive relationship between employees' perceived autonomy and affective commitment (with standardized regression coefficient or path coefficient of 0.230 at  $p < 0.001$ ) which is found to be significant.

Hypothesis (Ho1b); Bad Team-work has no statistically significant effect on employees' affective commitment. The result shows that bad teamwork with a (path coefficient of -0.564 at p value of 0.001) has a statistically negative and significant effect on employees' affective commitment to the organization as opposed to the hypothesized idea. When bad teamwork among employees' increases affective commitment of employees' to the organization will decreases.

Hypothesis (Ho1c); Reward & Recognition were proposed as if they were not having statistically significant effect on employees' affective commitment to their organization in hypothesis testing. However, the finding of this study has revealed that reward and recognition have a statistically

positive and significant effect on affective commitment of employees to the organization with a (standardized regression weight of 0.186 at p value of 0.003). Therefore the null hypothesis was not supported.

Hypothesis (Ho1d); Unfairness has statistically significant and negative effect on affective commitment of employees' to the organization. As opposed to the hypothesized test, the empirical result of the study revealed that unfairness affects affective commitment of employees' with the (path coefficient of -0.152 at p value of 0.049) which is statistically significant. In other word, when employees' perception of unfairness increases affective commitment of employees' to the organization will increase.

Hypothesis (Ho1e); was hypothesized that supervisors' support has no statistically significant effect on affective commitment of employees' to the organization. In contrary with this hypothesis, ( $\beta$  estimate showed a positive value of 0.138 with, a p value of 0.042). Thus, the null hypotheses were rejected as support has a statistically significant and positive effect on affective commitment of employees to the organization.

This study was motivated by the null hypothesis of employees' perceived autonomy, bad teamwork, reward and recognition, unfairness and supervisors' support has no statistically significant effect on employees' affective commitment to the organization.

From the model, employees' perceived autonomy has a significant and positive effect on affective commitment of employees'. This implies that in the organization, the existence of suitable climate, freedom, independence, and self-rule for the employees' to set their performance standard for organizing their jobs enhances an emotional attachment of employees' to the organization.

Again bad teamwork has a negative and significant effect on employees' affective commitment. This shows that bad teamwork will decrease affective commitment of employees' in the organization. In other word, when bad team work increases the affective commitment of employees' will

decrease. In fact the P value of bad teamwork is lower comparing to the acceptable value but it has the most negative value of  $\beta$  from all independent variables. And also, Reward and Recognition has a significant and positive effect on affective commitment. This revealed that Ethio-telecom takes care of employees' competencies, praise their efforts, provide rewards and incentives, recognize good performance of the employees' to make the employees' to consider the organization as part of their family that increases the passionate commitment of employees' to the organization.

The finding revealed that, unfairness was having a negative and significant effect on employees' affective commitment. So, it is concluded, in Ethio-telecom nonexistence of discrimination among employees' while giving promotion, good feedback mechanism from the supervisor on reasonable goals achieved by the employees' which can create a positive image in employees' helps them to have loyalty and affection for enhancing or ascending employees' commitment in the organization.

Finally, it was shown, supervisors' support has a significant and positive effect on affective commitment. This implies that the organization cares the employees' well-being at the time of problem, cares and listen their opinion, helps the employees' to learn from their mistake, encourage employees goals and values which increases the employees' to have a sentimental attitude and ethics to the organization.

Generally, among these explanatory variables, supervisor's support was found to be the main predictor of Ethio-telecom, Western Region affective commitment. Hereafter, it is beneficial, if the management of Ethio-telecom, Western Region focuses on supervision systematically for better affective commitment, followed by employees' perceived autonomy, unfairness as well as reward and recognition in the study area. The correlation coefficient of (supervisor's support, employees' perceived autonomy, reward and recognition have positive correlation with affective commitment except for bad teamwork and unfairness which is negatively correlated with affective commitment.

## 10. Recommendation

The overall result of the present study suggested that perception contribute toward the affective commitment of employees' to the organization. Accordingly, the following recommendations are made on the basis of the research findings and the conclusion.

Ethio-telecom Western Region managers should design a mechanism to store, and utilize employees' best academic knowledge, skills and experiences in the form of knowledge management via creating a conducive room for employees' where they can apply their skill and knowledge independently and freely to provide a win-win foundation for themselves and for the organization. Therefore, the first priority for an organization's management should be surpassing and managing the climate of autonomy of employees' than ever before to create an emotional attachment and loyalty of employees' to the organization.

The management of the organization should provide resources for informal groupings to encourage the development of friendly atmosphere, belonging and team cohesion among group members by strengthening the interactions within the social network to facilitate co-operation and knowledge transfer which contributes to commitment of employees' more and more. The last but not the least, Ethio-telecom should do more actions in enhancing the climate which cares and support employees' well-being at the time of risk, and listen their opinion which paves a way to higher commitment of employees'. By understanding and identifying other determinant dimensions of organizational climate, appropriate action should be taken to manage and control employees' commitment related event or acts within their organization.

Although ample researches were considered on this area, there is lack of considering the study by using mediating variables. Future researches should consider other mediating variables such as employees' job satisfaction to investigate the effect of organizational climate on employees' organizational commitment in same study area.

## Ethical Consideration

This article followed all ethical standards for research.

## Data Availability Statement

The authors affirm that the data supporting the findings of this study are available within the article.

## Disclaimer

The views and opinions expressed in this article are those of the authors and do not necessarily reflect the official policy or position of any affiliated agency of the authors.

## Authors' Contributions

The author contributed equally to this work.

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