CHAPTER II
REVIEW OF LITERATURE

The research on organizational climate increased its pace in the mid of 20th century and till date hundreds of articles, books and documents pertaining to the organizational climate and related issues have been published. The purpose of reviewing the existing literature is to explore and have an insight about the topic and to draw guidelines for conducting the present research work. This review would facilitate the understanding of the problem by getting the comprehensive knowledge of the problems studied earlier and to identify the areas which are of the interest to the researcher and have not been explored in past research. After reviewing the existing literature the researcher will be able to better understand, adopt and formulate the framework for present study and draw meaningful conclusions. The present chapter attempts to have an insight of the previous researches in the field of organizational climate which will help in perceiving, understanding, adopting, modifying and formulating the conceptual framework for the current research. The chapter have been organised into three subsections. Section 2.1 reviews the literature related to organizational climate and its relationship with socio-economic variables. Section 2.2 examines the previous research work done on organizational climate and its relationship with job attitudes and section 2.3 provides an insight into the research work done on the relationship between organizational climate and employee behaviour. Lastly, the gaps in the literature with regard to the studies related to organizational climate have been identified and the research issues that are addressed by present study have been discussed.

2.1 ORGANIZATIONAL CLIMATE

2.1.1 Measurement of Organizational Climate

Organizational climate can be measured in a number of ways such as using field studies, experimental manipulations like by altering supervisory support, welfare facilities, communication patterns etc. but the most widely used technique is the perceptual approach. According to perceptual approach, the organizational climate
variables (such as communication, leadership and decision-making patterns) are framed into situations and then the individual interprets and responds to the situation in a way that is psychologically meaningful to him/her. Generally the individuals complete standardized questionnaires that ask about their perceptions about the factors of organizational climate. As suggested by Becker (1975), climate surveys were undertaken to meet the need for a systematic collection of information on human motivation essential for effective management. Scores on particular facets of the survey can be used in formulating a strategy for improving organizational climate.

Taking into consideration of the individual perceptions, a number of authors have developed standardized questionnaires. In spite of the widespread interest of researchers in the study of organizational climate, however, there are only few well-validated measuring instruments are available for the construct. Some of them are discussed below:

Litwin and Stringer (1968) developed an instrument called ‘Organizational Climate Measure’ a 50-item questionnaire that identified nine dimensions of the organizational climate namely: structure, responsibility, reward, risk, warmth, support, standards, conflict, and identity. A number of studies (e.g., Sims & LaFollette, 1975; Muchinsky, 1976; Rogers et al., 1980; Patterson et al. 2005) pointed out that this organization climate measure showed poor split-half reliabilities and was not a valid as well as consistent measuring instrument of organizational climate.

A 64-item Organizational Climate Description Questionnaire (OCDQ) was introduced by Halpin and Croft (1963) for educational institutions. It consists of eight scales namely disagreement, hindrance, spirit, intimacy, aloofness, production emphasis, trust and consideration. The first four scales refer to teacher’s behaviour and remaining refers to principal’s behaviour. It also identified six types’ of organizational climates: (1) closed, (2) paternal, (3) familiar, (4) controlled, (5) autonomous, and (6) open.

Lawler et al. (1974) described a 15-item Organizational Climate Questionnaire with each item developed on seven-point semantic differential scale. Factor analysis was applied to extract five dimensions labelled as competent, responsible, practical, risk oriented and impulsive.

Jones and James (1979) described a 145-item Psychological Climate Questionnaire covering perception of job and work roles as well as organizational
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properties, leadership styles and trust. The study was conducted on a sample of black \( (n = 166) \) and white \( (n = 1,451) \) sailors assigned to the same shipboard divisions in Department of Navy, United States. After applying factor analysis, 35 dimensions were extracted and categorized into four sets labelled as perceived job and role characteristics, leadership styles, work group and organization as a whole.

**Patterson et al., (2004)** developed a multi-dimensional measure of organizational climate, the Organizational Climate Measure, based upon Quinn and Rohrbaugh’s (1983) four quadrant framework of competing values model. The Organizational Climate Measure was designed to be used in different work settings and employee levels. The study was conducted across 55 manufacturing organizations involving 6,756 respondents. The resulted Organizational Climate Measure incorporates 17 scales spanning the four quadrants as Human Relations, Open Systems, Rational Goal and Internal Process. The scale had acceptable levels of reliability, validity, was factorially robust and discriminated effectively between organizations.

**Peña-Suárez et al. (2013)** proposed a 50- item Organizational Climate Scale. The sample of the study included a total of 3,163 health service workers. The scale found to be reliable one-dimensional construct and had higher internal consistency, high discriminating power and showed valid assessment of organizational climate. The authors also provided a short version of the scale, made up of 15 items whose discrimination indexes were also high with higher internal consistency but the total variance explained by the factor structure was found to be lower than the longer version of scale.

### 2.1.2 Perceived Organizational Climate

**Stimson and LaBelle (1971)** studied the rural and urban differences in the perceptions of organizational climate of 258 teachers of Paraguay’s elementary schools. The results indicated that the teachers of the schools having highly structured and centralized bureaucratic administrative environment with lower socioeconomic population and receiving lower benefits from external society perceived their environment to be closed than those working in less bureaucratic schools.

**Pheysey et al. (1971)** approached two structurally different organizations in England to study variations in climate based on structure of organization across two levels: the whole organization and line subgroups within it. The study concluded that
perceived climate could vary across organizational levels but the patterns of variations depend upon the organizations. One organization showed a decrease in ‘perceived group autonomy’ down the organizational level where as the other organization showed no such variation. Both organizations were high on sociability and low on inter-personal aggression in spite of their large differences on other aspects of climate.

Rao and Chattopadhyaya (1974) examined the perception of organizational climate by the employees of eight small industries of Hyderabad. The findings of the study revealed an intra-unit as well as inter-unit differences in the perception of organizational climate but overall moderate or fairly favourable environment was perceived by the employees of these organizations. The demographic variables such as age, education, professional training and previous experience showed a lack of association with climate perceptions. This non-significant relation further provides an insight of how the organizational level factors were important in creating favourable or unfavourable perceptions among their employees.

Gavin (1975) examined how organizational and individual differences influenced climate perceptions. He performed cluster analysis by grouping individuals into general clusters using biographical data related to tenure, health, school adjustment, financial responsibility, vocational choice, childhood environment, social cum physical well-being and organizational level. Findings of the study indicated that both personal and organizational variables resulted in small and significant differences in organizational climate perceptions. Employees at lower hierarchical levels had the most favourable perceptions of the organization in terms of ‘lack of ambiguity’, ‘managerial trust’ and ‘consideration’ while employees at higher levels had more favourable perceptions for ‘espirit’ and ‘rewards’ dimensions.

Payne and Mansfield (1973) examined the relationships among contextual, structural, and climate variables at the organizational level and the effect of position of individuals on perceptions of organizational climate using a sample of 14 organizations. The findings of the study revealed that the organizational climate was independent of organizational context and structure. Further, a significant variation was identified in perceptions of climate based on position of individuals in the organizational hierarchy. Out of the twenty dimensions studied, fifteen dimensions indicated significant differences
in the perception of organizational climate across four organizational levels ranging from operating staff to managing directors. The persons higher in the organizational hierarchy tend to perceive their organization as less authoritarian, providing greater work interest, more friendly and more ready to innovate. In contrast, Bhattacharya and Neogi (2006) found that organizational climate perceived by the employees working in nursing area was better than that of the officers. They also found that the employees working for less than one year in the organization have less favourable perception towards organizational climate than that of the older employees.

Johnston (1976) interviewed the two groups of different generations of a small but rapidly growing consulting firm to study the perceived quality of relationship between the individual and the organization regarding organizational climate. The first generation included senior employees having experience of more than 3 years and second generation included employees who had been with the organization for six months to two years. It has been identified that the first generation employees perceived the organization as more flexible in nature with lower work pressure, supportive, responsive towards the needs as well as encourages the interpersonal relationships when compared to the employees of the second generation.

A case study based research of Powell and Butterfield (1978) described the multiple subsystems climates within the organization. The subsystem climates recognized the possibilities of climate as both, an individual as well as an organizational. The differentiating factors such as organizational hierarchy or level within the organization, age, length of service, education, line and staff position and departments within the organization can be used to define the group or subsystem and perceptions of individuals regarding work can be moderated by these differentiating factors. The study revealed that the perceptions of the employees were significantly affected by immediately working environment, such as department, work group, hierarchical level, or reference group. Further, the study concluded that it was difficult for new or less experienced employees to have global perceptions of entire organization than the employees who are associated with the organization for longer.

Ansari (1980) individually interviewed executives of three contrasting business organizations in Bihar, India to study the organizational climate as ‘homogeneity within
the organization and heterogeneity between organizations’. The findings of the study revealed that taking organization as a whole, the organizational climate was the sum total of particular attributes as well as those values and norms of on-going pattern of the organization and its sub-units and concluded that an organization had only one general climate and more than one climate if exist were either psychological or unit climate instead of organizational climate.

Paolillo (1982) in his study of employee perceptions of climate in the R & D sub-system, found that there was no significant correlation between the subsystem climate and personal characteristics such as age, education, tenure and hierarchical levels, but personal and situational factors accounted for significant amounts of variance in perception of organizational climate.

Joyce and Slocum (1984) also reported differing results in examining the influence of personal variables on organizational climate. The study was conducted in three plants operated in heavy duty truck manufacturer located in north-eastern United States. The respondents included were 178 first-line foremen working in these three plants. In one plant he found that climate perceptions were influenced by the individual’s tenure in that position, work experience and age. However, in other two plants no such impact was identified although climate perceptions varied according to the work location.

Moran and Volkwein (1988) studied the level of analysis on which the construct of climate should be operationalized (i.e. for overall organization level or subunit level) and to know the reasons for differences in positive and negative climates perceptions. A sample of nine institutions containing 2,937 respondents was drawn from Higher Education Management Institutes' (HEMI) data bank, USA. The results reported that climate did had relevance at the organizational level and different organizations showed varied climates specifically the academic departments of higher institutions that accounted for largest proportion of variance. The administrators showed more positive perceptions of organizational climate than do faculty, whereas the faculty of higher institutions perceived positive climate due to greater goal clarity and performance standards.

Abdeen and Abu-Samra (2001) observed the perceptions of organizational climate of 182 faculty members of Al-Quds University and identified a less favourable
organizational climate in general. Significant differences were found between the perception of organizational climate and demographic profiles of the faculty members. The female staff perceived the climate to be more favourable than male staff. The faculty higher in academic rank perceived the climate to be more favourable than the faculty at lower academic rank. However, the faculty having less than 5 years of experience showed more favourable organizational climate than the faculty having greater than 5 years of experience.

Davidson (2003) studied the organizational climate within the service quality framework to explore the effects of integration of organizational climate into quality initiatives and its difference with organization culture in hotel industry. A causal link was found between good organizational climate and the level of service quality in a hotel. He found organizational climate was essential to promote a strong organizational service climate and an overall positive organizational climate would be obtained if better service quality, innovation and employee welfare were provided. It was further identified that organizational climate was influenced by the prevailing organizational culture and both can be measured separately.

Idogho (2006) aimed at determining the academic staff perception of organizational climate of 1025 participants drawn from three universities in Edo State, Nigeria. The results of the study revealed that academic staff in universities perceived favourable organizational climate of their institutions. Further, a significant difference was observed among academic staff perceptions of three universities; but there was no significant difference found in perception of organizational climate based on age and status among academic staff across institutions. The study did not found any similarities and differences of opinion in case of gender.

Kuenzi & Schminke (2009) offered a brief history of organizational work climates and clarified the meaning of organizational work climate by describing the difference between global climate and facet specific climate. According to them, the term global climate allowed to understand the total situational influences in organization and their effects on individuals, however, the facet specific climates focused only on the specific aspects of organizational environment e.g. climate of justice, diversity and innovation etc. Further, the authors described the consequences of organizational climate,
which included the outcomes such as employee attitudes. Furthermore, they described the three levels of antecedents of work climates. These are (a) individual level includes age, gender, tenure etc. (b) group level includes team size, collectivism etc. and (c) organizational level includes safety policy, financial resource availability, managerial influence etc. The confusion between psychological climate and organizational climate was then cleared, stating, psychological climate was based on individual perception of work environment and organizational climate was based on aggregate or collective perception of work environment and lastly, they discussed the measures of organizational climate such as individual perception based on their own perspective or in general.

**Kumar (2011)** conducted a study on 360 respondents belonging to the four different units of Bhakra Beas Management Board, Kashmir and examined the employee perception of overall organizational climate. Significant differences were found in the perception of organizational climate by employees and mostly they perceived favourable organizational climate. Similarly, **Arabiyat (2011)** examined the level of organizational climate prevailing in the Malaysian university from the viewpoint of faculty members. The results indicated moderate organizational climate as perceived by the faculty members and dimension of organizational climate such as ‘personal relationship’ showed higher mean value and ‘affiliation’ showed lower mean value.

**Rodrigues and Gowda (2011)** attempted to find out the difference of organizational climate in professional college libraries of Mangalore and the results reported significant differences in authority level within a college but the overall organizational climate between different types of colleges did not vary significantly. Further, the study reported that better organizational climate could be achieved by providing better physical facilities, strengthening the reward system, maintaining better interpersonal relations, job security and promotions facilities.

**Gupta (2008)** conducted organizational climate study on relatively young, well educated and trained workforce of Andhra Pradesh Mahila Abhivruddhi Society (APMAS), Hyderabad. The findings of the study provided a general picture of somewhat favourable environment prevailing in APMAS. High scores were obtained for the dimensions of fairness and equity, management effectiveness, competency, commitment, leadership, autonomy, recognition, systems/equipment and training. However, moderate
level of perception was found with compensation, appraisal process, induction/immersion process, role clarity and cross learning across teams but the awareness level of employees regarding organizational policies was perceived as low. Females showed slightly more favourable environment than males and employees at higher level perceived organizational climate slightly more favourable than employees at lower levels.

2.2 ORGANIZATIONAL CLIMATE AND JOB ATTITUDES

Previous research on organizational climate has suggested that the perceptions of climate are associated with a number of important job attitudes (Schneider and Snyder, 1975; Treviño 1986; McMurray et al., 2004; Patterson et al., 2004; Taleb and Gholamian, 2011). The three most significant job attitudes (i.e., job satisfaction, job involvement and organizational commitment) are considered in the present study. The research studies related to these job attitudes are discussed below:

2.2.1 Job Satisfaction

2.2.1.1 Measurement of Job Satisfaction

Smith et al. (1969) developed a 72 item Job Descriptive Index (JDI) which covered five major areas of job satisfaction labelled as: satisfaction with work, satisfaction with pay, satisfaction with opportunities of promotion, satisfaction with supervision and satisfaction with co-workers. The data was collected from 900 employees working in seven different organizations. The internal consistency of the scale ranged from 0.80 to 0.88. The limitation of the scale as reported by the authors themselves was “it does not specify completely the general construct of job satisfaction”. Hatfield et al. (1985) developed the Job Perception Scale (JPS) measuring essentially the same five areas of satisfaction. Buckley et al. (1992) reported that the five facets of the JDI as mentioned above explained only 42.7 per cent of variance.

Macdonald and MacIntyre (1997) designed a 10 item short scale called ‘The Generic Job Satisfaction Scale’ using facet and general approach of measuring job satisfaction. The respondents included were 885 Ontario working adults involved in six major occupations. The reliability coefficient was found to be 0.77 and the average scores were not significantly differ with respect to gender and occupational groups. The validity
of the scale was tested by examining correlation of job satisfaction both within and outside the workplace.

Yeoh (2011) developed a ‘Facet Specific Scale’ relating to six facets of job satisfaction labelled as pay, promotion, supervisor, co-workers, work-related, and benefits. Each facet consisted of four items and the combined scale was a 24-item scale. The study was conducted on 820 study participants who were undergraduate students of University of North Texas employed as part-time or full-time. The scale was found to be valid and showed a good factor structure with the internal consistency of facets ranging from 0.89 to 0.95.

A number of other job satisfaction scales were developed such as ‘the McCloskey/Mueller Satisfaction Scale (MMSS)’ designed by Mueller and McCloskey (1990); ‘the Measure of Job Satisfaction’ (MJS) framed by Traynor and Wade (1993); ‘Organizational Job Satisfaction Scale’ (OJSS) designed by Sauter et al. (1997) and Teacher Satisfaction Scale designed by Ho and Au (2006) but there usage is limited to specific sectors.

2.2.1.2 Relationship of Organizational Climate and Job Satisfaction

Organizational climate and job satisfaction are distinct but related constructs (Al-Shammari, 1992; Byrne et al., 2000). Organizational climate is focused on organizational/institutional attributes as perceived by organizational members, while job satisfaction addresses perceptions and attitudes that people have towards and exhibit about their work (Castro and Martin, 2010). The study of the relationship between organizational climate and job satisfaction is important because of its effect on the success of the organization. Numerous studies have investigated the relationship between organizational climate and job satisfaction and most of the studies have supported a strong positive relationship between these two constructs (Field & Abelson, 1982; Friedlander & Margulies, 1969; LaFollette & Sims, 1975; Litwin & Stringer, 1968; Pritchard & Karasick, 1973; Peek, 2003, etc.)

Hickman (1986) conducted a comparative study on the relationship of faculty perception of organizational climate to job satisfaction in two types of nursing programs in south – eastern Pennsylvania. A total of 144 respondents participated in the survey. Both the groups demonstrated some significant relationships between the two constructs.
Specifically, significant positive correlations were found between the dimension of spirit, thrust, and consideration with job satisfaction. Negative correlations were found between hindrance, disengagement and intimacy with job satisfaction. Further, increased job satisfaction was expressed among faculty members rather than the dean/chairperson. The findings of the study were congruent with Schneider and Snyder (1975) study on fifty life insurance agencies (N = 522). Their results indicated that organizational climate and job satisfaction were significantly and positively correlated for individuals in the staff positions and not for individuals in management positions.

Putti and Singh (1988) conducted a study to determine the relationship of organizational climate factors and job satisfaction in law enforcement agency in Singapore. 356 police officers were taken as respondents. Organizational climate was measured in terms of structure, responsibility, reward, risk, warmth, support, standards, conflict, and identity. Job satisfaction included five job dimensions: work, supervision, pay, promotion, and co-workers. The results of the study revealed a positive organizational climate perception by the respondents and most of the climate factors were significantly correlated with job satisfaction dimensions with exception of correlations of the dimension of responsibility with job satisfaction. Further, the officers were found to be satisfied with their supervisors, colleagues, and the work but were dissatisfied with pay and promotion.

Tripathi and Tripathi (2002) analysed the relationship between organizational climate and job satisfaction in 10 different organisations (five each in public and private sectors) of an industrial city in northern India. The sample consisted of 200 lower and middle level managers. Job satisfaction was measured using three dimensions: social satisfaction, extrinsic satisfaction, and intrinsic satisfaction. On applying factor analysis on organizational climate scale, 4 factors were extracted namely – reward and participation, proficiency, leniency and responsibility. The findings of the study revealed that social and extrinsic satisfaction had significant positive correlations with climate of leniency. However, reward and participation and proficiency climate were correlated with intrinsic satisfaction. Further, the results of multiple regression analysis showed that social and extrinsic satisfaction was predicted by climate of leniency and reward and participation was predicting intrinsic satisfaction.
Langueta (2006) studied the organizational climate and job satisfaction of a stratified sample of 126 faculty and staff of MSU-IIT, Iligan city, Philippines. A significant positive correlation was found between the two constructs for both the faculty and staff ($r = .65$ and $r = .39$, respectively) and organizational climate was found to be strong predictor of job satisfaction both for the faculty and staff ($R^2 = .54$ and $R^2 = .36$, respectively). The staff tends to be less satisfied than the faculty of the institution.

Reynolds (2006) studied the perceptions of organizational climate and job satisfaction among full-time and part-time community college faculty in Florida. The sample consisted of 65 part-time and full-time community college faculty members. The findings of the study revealed that the faculty surveyed had a positive perception of the levels of organizational climate variables and had positive satisfaction with organizational climate variables at their institution. Further, no significant differences were found in satisfaction with organizational climate variables between full-time and part-time faculty members. Moreover, the dimensions of organizational climate identified to be political climate, professional development opportunities, evaluation, and promotion were found to be statistically significant determinants of job satisfaction. Another study in this area was conducted by Peek (2003) using similar sample of institutional research staff working in 28 Florida community colleges. The findings of the study reported that the highly favourable organizational climate factors were professional development opportunities, evaluation and internal communication. Further, overall satisfaction with organizational climate was perceived to be high and the organizational climate factors such as professional effectiveness, relationship with supervisor, relationship with peers, and relationship with subordinates were significantly related with job satisfaction.

Jain et al. (2007) explored the influence of organizational climate on job satisfaction of 158 managers and engineers working in Indian Oil Corporation Limited, Mathura. The results indicated more favourable perceived organizational climate by managers than engineers, however, no such difference was found for perceptions of job satisfaction between managers and engineers. The managers as well as the engineers who scored high on organizational climate scale were found more satisfied with the job than those who scored low on organizational climate scale. In an earlier study on government
and quasi-government agencies in Tamil Nadu, Rajendran (1987) also found significant correlation between organizational climate and job satisfaction. In addition, he found that the managers in quasi-government organizations exercised more control than government organizations.

Borne (2008) examined organizational climate factors as predictors of job satisfaction and job stress from 88 counsellors of five community colleges belonging to Gulf Coast. Data was analyzed using Pearson’s multiple correlation analysis and the results showed a significant positive correlation between six climate dimensions labelled as: affiliation, participatory decision making, innovation, professional interest, resource adequacy, and staff freedom, and job satisfaction. Most importantly the three dimensions: staff freedom, participation in decision making and professional interest, explained higher variation in job satisfaction. Another study conducted by Chander and Choudhury’s (2010) on a sample of 228 respondents working as professional, technical and administrative staff in academic libraries of Delhi also reported a strong correlation between organizational climate and job satisfaction.

Castro and Martins (2010) examined whether employee perception of work environment influenced their level of job satisfaction. The study was conducted on 696 employees of ICT organization operating in three regions of South Africa. The Pearson product moment correlation indicated a strong positive correlation between the two constructs ($r = 0.813, p < 0.01$) and stepwise regression showed that the nine dimensions of organizational climate were found to predict 70.9 per cent of variance in job satisfaction. More specifically, the organizational climate dimension perceived as personal to the individual (personal growth and development) has contributed the most in explaining job satisfaction. Similar results were reported in case study of Fisher et al. (2007) on a randomly drawn sample of call centre agents associated with a corporate call centre of a major telecommunications organization in South Africa. The study reported that job satisfaction was strongly correlated to organizational climate.

Bhutto et al. (2011) investigated the relationship between measures of organizational climate and job satisfaction as applied to 90 executives of three branches of each of public, private and foreign banks in Pakistan. The results of the study indicated that the factors of organizational climate such as structure, identity, human relations were
positively related to job satisfaction where as equity and empowerment were negatively related to job satisfaction. The most favourable climate was revealed in the public sector banks whereas private sector bank employees were found to be more satisfied. Another study conducted on banking sector in Nigeria, Afolabi (2005) suggested that the job satisfaction was increased when employees perceived favourable organizational climate. The sample consisted of 200 employees of 25 commercial banks randomly selected supported the role of perceived organizational climate on job satisfaction.

Pangil et al. (2011) conducted a cross sectional survey to investigate the relationship between the organizational climate and job satisfaction among 1020 government agency officers in 17 locations in west and east Malaysia. The principal component factor analysis resulted in extracting four dimensions of organizational climate namely: reward orientation, responsibility, structure, and participation. The three dimensions as reward orientation, responsibility, and structure, indicated significant and positive correlations with job satisfaction while participation indicated a significant negative correlation with job satisfaction. The regression analysis showed that the four dimensions of organizational climate were significant predictors of job satisfaction and explained 35 per cent of variance in job satisfaction. In an earlier study, conducted on 479 industrial salesmen drawn from 10 companies in seven different industries, Churchill et al. (1976) reported that more than 40 per cent variance in job satisfaction is explained by dimensions of organizational climate.

Singh et al. (2011) examined the relationship of various factors of organization climate with job satisfaction in telecommunication companies namely: Reliance, Idea, TATA and Airtel. A strong positive correlation was found between organizational climate and job satisfaction (r = 0.702). Regression coefficient \( R^2 = 0.555 \) obtained by using multiple regression analysis indicated better fit between organizational climate and job satisfaction. Moreover, standard and support were found to be most important factors of organizational climate in relation with job satisfaction. Other factors which affect job satisfaction were conflict, initiative and risk, leadership, grievance handling, responsibility, warmth and decision making. Structure, rewards, delegation and communication were negatively related with job satisfaction. Similar findings were reported by studies of Pratap & Srivastava (1985) on private and public textile
industries in Kanpur. The sample consisted of 200 employees of whom 40 were executives, 60 were supervisors and 100 worked as operating staff. The study found significant difference between public and private sector employees with respect to job satisfaction and organizational climate. The private sector employees were more satisfied than public sector even though they perceived their environment to be autocratic as compared to the employees of public sector who perceived the climate as democratic. Further, a strong positive correlation was found between job satisfaction and organizational climate ($r = 0.67$).

Sandika and De Silva (2011) examined the perception of organizational climate and job satisfaction and their interrelationship using randomly selected agricultural instructors of the Department of Agriculture working in Southern province. Findings of the study revealed that majority of the respondents (62 per cent) perceived neutral organizational climate. With regard to job satisfaction, majority (79 per cent) of respondents were in the level of not satisfied or indifferent. The reason of job dissatisfaction was found to be due to insufficient facilities and resources for field activities, poor performance appraisal, lack of recognition for creative work and lack of opportunities for career development. The correlation between organizational climate and job satisfaction was reported as significantly positive ($r = 0.338$, $p = 0.01$).

2.2.2 Job Involvement

2.2.2.1 Measurement of Job Involvement

Lodahl and Kejner (1965) developed a 20-item explicit measure of job involvement. The survey was conducted on a heterogeneous sample of nurses, engineers and college students. Later on a short version of scale including 6-items was developed. These 6 items explained 76 per cent variance of original 20 item scale. However, the authors reported that this scale dimensionality found to vary by occupation and different number of dimensional outcomes had been created by this 20-item scale. Similar views were expressed by Rabinowitz and Hall (1977) and Saleh and Hosek (1976).

Kanungo (1982) developed a 10-item job involvement scale using semantic differential, questionnaire, and graphic techniques. This scale measured the degree of psychological importance of one's job using a five-point Likert scale. The study consisted
of a heterogeneous sample of 703 employees working in different organizations. The scale showed high internal reliability (.83), construct validity, discriminant validity and criterion related validity. The results revealed that all the three techniques - semantic differential, questionnaire and graphic measures pass the tests of reliability and validity for job involvement scale. This questionnaire was developed as an improvement on the previously widely used job involvement measure of Lodahl and Kejner (1965).

Lassk et al. (2001) designed a 12 item salesperson’s relationship involvement scale. The study was conducted on 406 top sales executives of 18 companies from a variety of industries throughout the United States. Acceptable levels of reliability, discriminant validity, convergent validity and nomological validity were reported for the scale.

2.2.2.2 Relationship of Organizational Climate and Job Involvement

Job involvement appears to be a construct that is influenced directly by immediate work environment and interpersonal relationships of the individuals (Ruh et al., 1975). A plethora of research studies are conducted on job involvement and organizational climate. A few of them are discussed below:

Brown and Leigh (1996) examined the relationship between employee perceptions of organizational environment and job involvement. Data were collected from two independent samples of salespeople. Sample 1 included 178 sales representatives from three different manufacturing companies. Sample 2 consisted of 161 sales representatives of a large medical products company. The results indicated positive correlation between six dimensions of organizational climate and job involvement. Further it was found that the employees were more involved when organizational environment perceived by the employees as psychologically safe and meaningful, supportive with clear work roles and where the employees were free to express, were appropriately recognized, and perceived their work as challenging. The observed effects were highly consistent across the two samples.

Shadur et al. (1999) examined the relationship between three organizational climate dimensions labelled as supportive, innovative and bureaucratic climate with three job involvement factors namely participation in decision making, team work and communication. The study was conducted on 269 employees of US Information
Technology firm. The results of the study revealed that only supportive organizational climate was a significant predictor of three involvement variables whereas innovative and bureaucratic climate showed no such relationship with involvement variables.

Mogaji (2002) investigated the relationship between nine dimensions of organizational climate and job involvement. A sample of 600 employees of three manufacturing industries in Lagos, Nigeria was considered for study. The results indicated a positive relationship between the structure, responsibility and rewards dimensions of organizational climate with the job involvement. However, warmth, risk, support, conflict, identity and standard of performance showed negative relationship with the job involvement. Further, the results of multiple regression showed age, type of industry and organizational climate variables like responsibility and warmth were significant factors that influenced job involvement.

Heidari and Moradi (2011) investigated the relationship between job involvement and organizational climate of 146 physical education teachers of high school of four educational districts in Ahvaz city. The findings of the study indicated a significant positive relationship between job involvement and organizational climate (r = .45, p = .001). There was no significant difference between organizational climate and job involvement in four educational districts in the city of Ahvaz. Further, there was no significant difference in the perception of job involvement between male and female teachers (t = 0.348, p = 0.729).

Biswa (2011) conducted a study on psychological climate and its influence on job involvement of salespersons. The data was collected from 357 pairs of sales and marketing executives, and their supervisors. The organizations were randomly selected from various databases such as CMIE, yellow pages business directory etc. The results of the study showed a strong positive correlation between psychological climate and job involvement (r = .48). Further, job involvement regressed significantly and positively on psychological climate (β = .43, p = .00) and therefore, it was concluded that a favourable psychological climate was resulted in augmented level of job involvement.

Omolayo and Ajila (2012) investigated the organizational climate as predictor of job involvement of workers in three educational institutions in Ekiti state, Nigeria. 300 employees comprised of 150 male and 150 female participated in the study. The findings
of the study revealed that organizational climate has significant influence on job involvement.

2.2.3 Organizational Commitment

2.2.3.1 Measurement of Organizational Commitment

Mowdey et al. (1979) developed and validated organizational commitment questionnaire (OCQ) which measured employee commitment to work organizations. The scale consisted of 15 items measuring the level of identification of employees with their organizations. The respondents indicated the extent to which each item reflected their commitment to their organization on a 5-point Likert-scale. The sample consisted of 2563 employees working in nine divergent organizations. The scale was found to have satisfactory test-retest reliabilities and internal consistency reliabilities and also acceptable levels of predictive, convergent, and discriminant validity was reported.

Cook and Wall (1980) developed a 9-item robust, short and generally applicable organizational commitment instrument. The scale was developed through two interview studies with blue-collar workers working as full time employees in manufacturing industries in UK. The sample for study 1 was 390 respondents and for study 2 was 260 respondents. Three components of organizational commitment used by Buchanan (1974) were used in developing the items for the instrument. These components were a) organizational identification, b) organizational involvement and c) organizational loyalty. The internal homogeneity data together with cross-validation and test-retest reliability of organizational commitment scale was found to be in acceptable range and the scale was proved to be psychometrically adequate, stable and reliable.

Allen and Meyer (1990) developed a organizational commitment questionnaire (OCQ) to measure 3-component model of organizational commitment. These three components were a) affective commitment (AC) referred to employee’s emotional attachment, b) continuance commitment (CC) related to the cost of employee’s attrition, and c) normative commitment (NC) referred to employee’s feeling of obligation to stay in the organization. The data was collected from full time nonunionized employees and consisted of 256 respondents for study 1 and 337 respondents for study 2. In Study 1, scales were developed to measure these three components. Study 2 examined the validity
of the scale by measuring the relationships among the components of commitment and with variables considered as their antecedents. The reliability was found to be 0.87 for AC, 0.75 for CC and 0.79 for NC subscales. The CC scale is relatively independent of both the AC scale and NC scale. The OCQ showed significant positive correlation with AC scale but insignificant correlation with CC scale. However, the study also reported a significant relationship between the AC and the NC which initially were hypothesized as independent of each other. After critically analyzing this scale, Jaros (2007) argued micro generalizability of the OCQ and validity of NC and CC scales was also questioned.

A number of other researchers have employed organizational commitment scales of their own devising, often for specific populations such as Hrebiñiak & Alutto (1972) for nurses, Hartmann and Bambacas (2000) for women academic staff, Üstüner (2009) for teachers, etc.

2.2.3.2 Relationship of Organizational Climate and Organizational Commitment

The relationship between organizational climate and organization commitment has been studied by numerous researchers and most of them found a strong positive relationship between these two constructs. A few of the research studies are discussed below:

DeCottis and Summers (1987) investigated the relationship between organizational climate and organizational commitment among restaurant managers of a single organization. The results of the study revealed a significant positive correlation between all the climate dimensions and organizational commitment and the result of multiple regression showed that dimensions of climate like cohesiveness, pressure, support, and autonomy could be used to predict the affective component of organizational commitment.

Guzley (1992) surveyed the employees of large southwest service organization operating in three locations to determine the relationship of organizational climate, communication climate with organizational commitment. The findings of the study revealed positive correlation of organizational climate with organizational commitment. The factors of climate and communication such as organizational clarity, participation and superior-subordinate communication accounted for 41 per cent variance in organizational commitment. Further, participation and organizational clarity emerged as
significant predictors of organizational commitment. The results also evaluated the moderating effect of tenure using Buchanan (1974) three tenure stages. Stage 1 represented the first year of employment, stage 2 represented 2 through 4 years and stage 3 represented employment of 5 year and beyond. Organizational clarity emerged as significant predictor of organizational commitment for stage 1 and 3. However, in stage 2, no such relation was found as the employees were perceived to be paying more attention on achievement and recognition.

Decruz (1997) investigated the relationships between the climate dimensions of autonomy, cohesion, fairness, innovation, recognition, support, trust and work pressure, and commitment. The sample consisted of managers, executives and supervisors working in cement factory located in the state of Perlis. The results of this investigation revealed that the climate dimensions as cohesiveness, innovation, and support were strongly positively correlated with commitment but dimension of work pressure and recognition were negatively correlated with commitment. Similarly, Steers (1977) studied the perceptions of 382 hospital employees and 119 scientists and engineers regarding the dimensions of organizational dependability, support, trust and consideration and found these to be positively correlated with organizational commitment.

Turan (1998) measured perception of teachers towards the organizational climate and organizational commitment in Turkish public high schools. The four dimensions of organizational climate considered in the study were supportive principal behaviour, directive principal behaviour, engaged teacher behaviour and frustrated teacher behaviour. The sample of the study included 900 educators in 40 public high schools. The study found the existence of a significant positive correlation between overall organizational climate and teacher’s organizational commitment. Further, supportive principal behaviour showed a strong positive relationship and frustrated teachers behaviour showed a negative relationship with organizational commitment.

Reddy et al. (2000) analyzed the relationship of dual commitment (organizational and union) with organizational climate in four public and four private textile organizations of Coimbatore. 200 respondents (25 from each organization) were interviewed for the study. All the dimensions of organizational climate showed positive correlation with organizational commitment except the dimension of ‘participative
management’. Moreover the public sector workers found their organizational climate to be more democratic and were more committed to their organization than private sector workers. No significant correlation was found between organizational climate and union commitment.

**McMurray et al. (2004)** studied the relationship between organizational climate and commitment in three large Australian automotive component manufacturing companies. The sample consisted of 1382 employees from forty two countries of origin. A significant positive correlation ($r = .66$, $p<.05$) was discovered between the two constructs. Similar results were reported by **Belausteguigoitia et al. (2007)** in their study conducted on employees of firms of family business and non-family business where organizational climate and organizational commitment were found to be positively correlated.

**Thomas (2006)** examined the faculty, and staff perceptions of their organizational climate and their organizational commitment in Christian higher education institutions. The sample consisted of 957 employees of four evangelical higher education institutions. The results of the study indicated a negative and statistically significant correlation between total climate and their expressed level of commitment. Likewise, a statistically significant negative relationship was also found for staff members but no such relation was found for administrators and faculty members. Further, the Christian higher education institutions showed a favourable organizational climate and the administrators were found to have a more favourable view of their institutional climate than staff members.

**Langueta (2006)** examined the relationship between on organizational climate and commitment of a stratified sample of 126 faculty and staff members of MSU-IIT, Iligan city, Philippines. The findings of the study indicated a significant positive correlation of organizational climate with organizational commitment for both faculty and staff members ($r = .65$ and $r = .39$). Further, the organizational climate was also found to be a significant predictor of commitment in case of both faculty and staff members ($R^2 = .39$ and $R^2 = .38$). Gender was also found to be significantly correlated to and predict organizational commitment.
Iqbal (2008) investigated the relationship between the dimensions of organizational climate and commitment in Pakistan knitwear industry. The quantitative data was collected from 353 employees working in 85 organizations in Lahore and Faisalabad cities of Pakistan and the qualitative data was collected from 20 semi-structured interviews of senior official of knitwear concerns. It had been found that dimensions of organizational climate had greater influence on organizational commitment than organizational climate as a whole. The study showed organizational commitment had strong positive association with the dimensions of organizational climate such as ‘challenge and involvement’ and ‘trust and openness’. However, ‘conflict’ had negative relationship and ‘risk taking’ had no significant relationship with organizational commitment.

Delgoshaei et al. (2008) investigated the relationship between the organizational climate and commitment for managers and the staffs of teaching hospitals of Hamedan University of Medical Science, Iran. The findings of the study revealed that organizational climate had a positive and meaningful effect on organizational commitment. The organizational climate factors such as group spirit, intimacy, engagement, consideration and thrust had positive effect whereas hindrance and production emphasis has negative effect on organizational commitment.

Noordin et al. (2010) studied the organizational climate and its influence on organizational commitment with in a telecommunication company in Malaysia. A total 108 usable questionnaire were collected from the executive and non-executives level of employees in the company. Overall a moderate level of organizational climate and commitment was found in the company. The lower mean values were found for the climate dimensions such as job satisfaction, motivation, culture, leadership, and teamwork and the dimensions such as communication, decision-making, and organizational design showed higher mean values. Most of the dimensions of organizational climate showed a significant positive correlation with affective and normative commitment. However, insignificant relationship was found between dimension of organizational design, teamwork and decision making, and continuance commitment.
Mojtahedzadeh et al. (2011) identified the relationships between organizational climate and organizational commitment made by all of the staff, faculties and educators working at Sosengerd Azad Islamic University, Iran. The results of study revealed a significant positive correlation between organizational climate and commitment ($r = 0.31$, $p < .05$). Moreover, the results also showed that commitment in staff is greater than faculty of the university.

2.3 ORGANIZATIONAL CLIMATE AND EMPLOYEE BEHAVIOUR

Organizational climate as perceived directly or indirectly by the employees has been demonstrated to be a major force in influencing employee behaviour (Turnipseed, 1988). The present study considered the three most important employee behaviours. These are organizational deviance, organization citizenship behaviour and turnover intentions. The review of existing literature related to organizational climate and the above mentioned employee behaviours are discussed below:

2.3.1 Organizational Deviance

Organizational deviance commonly known as workplace deviance has been referred to as antisocial behaviour (Robinson & O'Leary-Kelly, 1998), organizational misbehaviour (Vardi & Wiener, 1996), non-compliant behaviour (Puffer, 1987), and dysfunctional work place behaviour (Griffin et al., 1998), to name a few. It is defined as voluntary behaviour that violates significant organizational norms and in so doing threatens the well being of an organization, its members, or both (Robinson & Greenberg, 1998).

2.3.1.1 Measurement of Organizational Deviance

Bennett and Robinson (2000) developed broad, theoretically derived measure(s) of deviant behaviour in the workplace. Two scales were developed: a 12-item scale of ‘organizational deviance’ which was related to deviant behaviours directly harmful to the organization and a 7-item scale of ‘interpersonal deviance’ which was related to deviant behaviours directly harmful to other individuals within the organization. The initial sample consisted of 132 respondents from 5 sources in Toledo, Ohio helped in item generation. Further, a total of 226 respondents participated in the study for item
refinement and a sample of 352 respondents for validation. The internal reliabilities of the scales reported to be .81 for organizational deviance scale and .78 for interpersonal deviance. Confirmatory factor analysis verified that a 2-factor structure had acceptable fit. Acceptable level of construct validity, convergent validity and discriminant validity was also reported.

Stewart et al. (2009) developed a non-self-report measure of workplace deviance based on multiple other-reported assessments. The target participants included 319 hospital employees working in the South-eastern United States on various positions, including nurses, administrators, and support staff. The psychometric properties of scale was first assessed by conducting an exploratory factor analysis, which indicated a 3-factor structure (production deviance, property deviance, and personal aggression) and then confirmatory factor analysis was applied on a different sample which verified the three factor structure of workplace deviance. Coefficient alpha reliabilities were found to be .92 for production deviance, .95 for property deviance, and .89 for personal aggression.

2.3.1.2 Relationship between Organizational Climate and Organizational Deviance

With respect to the relationship between organizational climate and organizational deviance, very little research has been conducted in the past in this area. Few of the studies are discussed below:

Near et al. (1993) investigated the relationship between the values of the organization related to organizational climate and practices of wrongdoing. The sample of the study consisted of randomly selected 8587 employees working in 15 major US government departments and agencies. The investigation revealed that positive values were not strongly associated with practices of wrongdoing. However, positive values were significantly and negatively correlated with seriousness of wrongdoing and were positively and significantly correlated with whistle-blowing.

Vardi (2001) examined the effects of organizational and ethical climates on misconduct at work. Data was obtained from 97 supervisory and nonsupervisory employees of an Israeli metal production plant. He found that there was a significant negative relationship between overall organizational climate and organizational
misbehaviour and between the organizational climate dimensions (warmth and support, and reward), and organizational misbehaviour.

Peterson (2002) conducted a study to determine whether deviant workplace behaviour could possibly be predicted from the ethical climate of an organization. The sample consisted of 184 alumni from a large mid-western state university. The findings of the study revealed that the four types of deviant workplace behaviours namely political deviance, property deviance, production deviance and personal aggression could be partially predicted from the dimensions of ethical climate. The clearest relationship was between political deviance and the employee focus dimension. Property deviance was primarily predictable from the rule and law dimensions. The significant predictors of production deviance included the personal ethics, self-interest, and employee focus whereas, personal aggression provided the least consistent results with any dimensions of ethical climate.

William (2005) explored the relationship between counterproductive behaviours and existing organizational climate. The data consisted of 198 randomly selected employees working in Kampala City Council. The findings of the study concluded that there was a strong negative correlation between organizational climate and counter-productive behaviour ($r = -0.42$, $p< 0.01$).

Andreoli and Lefkowitz (2009) examined the individual and organizational antecedents of misconduct in organizations. A heterogeneous sample of 145 respondents of for-profit, non-profit and government organizations was considered for study. It had been found that formal organizational compliance practices and ethical climate were independent predictors of misconduct. The highest level of misconduct was reported in organizations with poor ethical climates and presence of few formal organizational compliance practices. However, misconduct was not predicted by personal characteristics such as moral reasoning, age, sex, ethnicity, job status, or size and type of organization.

Fagbohungbe et al. (2012) investigated the relationship between employee’s organizational reactions and deviant behaviours and the difference between workplace deviant behaviour of males and females. A total of 696 employees (301 males and 395 females) working in various public and private organizations in Lagos Metropolis, Nigeria were considered for the study. The results of multiple regression demonstrated
that organizational reaction variables namely supervision, company identification, kinds of work, amount of work, co-workers, physical work conditions and financial rewards were significant predictors of production deviance, personal aggression, political deviance and property deviance among workers. Moreover, the male participants were significantly different from their female counterparts on all the four deviant behaviours and production deviance, personal aggression and political deviance were found to be higher among females than males.

2.3.2 Organization Citizenship Behaviour (OCB)

According to Organ (1997), OCB is defined as work-related behaviour that are discretionary, not related to the formal organisational reward system, and, in aggregate, promote the effective functioning of the organisation. In addition, OCB extends beyond the performance indicators required by an organisation in a formal job description.

2.3.2.1 Measurement of Organization Citizenship Behaviour (OCB)

Van Dyne et al. (1994) developed a 34 item organizational citizenship behaviour scale using the three categories labelled as obedience, loyalty and participation suggested by theory of political philosophy. Results were based on questionnaire responses from 950 employees and 169 supervisors working in different organizations. The five-factor structure was developed by 34 items, resulted in a significantly better fit than a more traditional one-factor model. The five factors were labelled as obedience, loyalty, social participation, advocacy participation and functional participation. The scale reliability was found to be .95 and test-retest results were .92 for the OCB scale. The results also supported the convergent and construct validity of the proposed OCB scale.

Lee and Allen (2002) developed a 8 item organizational citizenship behaviour (individual) (OCBI) scale and 8 item organizational citizenship behaviour (organizational) (OCBO) scale. The data was collected from 218 nurses and their co-workers in Canada. The respondents were asked to indicate their responses using 7-point scales (1 never, 7 always), representing how often the respondent has engaged in these behaviours. Confirmatory factor analysis indicated two factor model generate better results than one factor model and hence confirmed an empirical distinction between
OCBI and OCBO. The reliability was measured using Cronbach’s alpha and results come out to be 0.83 (OCBI) and 0.88 (OCBO).

Bakhshi and Kumar (2009) developed a 30 item organizational citizenship behaviour scale specifically for the Indian context. The data was collected from 98 participants working in varied job positions in various sectors. The resulting factor structure identified five major OCB dimensions labelled as conscientiousness, helping co-workers, group activity participation, sportsmanship and courtesy. These dimensions were found to be similar to those investigated in the western OCB literature. Therefore, it was suggested that these five dimensions had broad applicability across cultures. The content validity of the scale was reported and the reliability of the whole scale was found out to be 0.82. The authors reported limitations of consideration of common method variance and inflated correlations due to self-reported survey.

2.3.2.2 Relationship between Organizational Climate and Organization Citizenship Behaviour (OCB)

Previous research studies have shown that organizational climate has influence on individual behaviours as individuals try to be consistent to psychological environment to reach vital balance and self-resistance (Ahmadizadeh et al., 2012). In general organizational climate that exhibits values and norms may increase organizational citizenship behaviour events. Few research studies pertaining to the relationship between these two constructs are discussed below:

Turnipseed and Murkison (2000) focused on identifying the types and strength of linkages between perceptions of the work environment and good citizenship behaviour. The data consisted for the study included 140 soldiers in a US Army aviation unit. The findings of the study indicated that citizenship behaviour was positively associated to the work environment. The factors of social climate such as, fair and competent management, communication, and planning were positively related to organizational citizenship behaviour.

William (2005) examined organizational citizenship behaviour in Kampala City Council in relation to the existing organizational climate based on the dimensions: job, reward, and supervisory. A sample of 198 randomly selected employees was considered for the study. The results revealed a significant positive correlation between
organizational climate and organizational citizenship behaviour (r = 0.53, p < 0.01). Similar results were reported by Chwalibóg (2011) in her study on the relationship of temperament, personality and organizational climate with the occurrence of organizational citizenship behaviour on 42 activists in voluntary organizations in USA.

Wahyuli (2007) examined the relationship between organizational climate and organizational citizenship behaviour (OCB). The sample consisted of 78 employees of PT. Jati Mas, Indonesia. The results of study showed a significant positive correlation between organizational climate and organizational citizenship behaviour (r = 0.788, p = 0.000). Further, organizational climate contributed to 62 per cent variance in organization citizenship behaviour. Another study conducted by Nirman (2011) on a sample of 67 employees working in a pharmaceutical company in Pasuruan, Indonesia also showed a strong positive correlation between organizational climate and OCB (r = 0.765, p < .01).

Cohen and Keren (2010) examined whether the organizational climate was related with organizational citizenship behaviour. The study involved 287 teachers employed in 12 schools in northern Israel. The 12 principals of these schools provided the data on citizenship behaviour for these teachers. The findings of the study showed a significant direct relationship between organizational climate and organizational citizenship behaviour. Further, organizational climate, particularly perceptions about the principals’ leadership style, made a unique and significant contribution to the understanding of OCB. The regression analysis showed that dimensions of organizational climate accounted for about 17 per cent of the variance of OCB, indicating that organizational climate could be an important predictor of OCB.

Cilla (2011) explored the relationship between change oriented organizational citizenship behaviour and organizational climate for creativity. The data was collected from 201 college students of Silicon Valley in Northern California who were working in organizations operating in the private/for-profit sector. Multiple significant positive relationships were found between several of the dimensions of organizational climate and factors of OCB. The results of this study showed that perceptions of creative climates were moderately related to pro-social behaviours. 12 per cent variance of change-oriented OCB was explained by the climate of creativity dimensions. The dimensions of climate as freedom, challenging work, and work group supports were significantly related to and
predicted change-oriented OCB. However managerial and organizational encouragement dimensions of climate were not significant predictors of change-oriented OCB.

Ahmadizadeh et al. (2012) investigated the relationship between organizational climate and organizational citizenship behaviour of 127 randomly selected Mazandaran province physical education offices staff. The findings of the study revealed a significant positive correlation between organizational climate with staff organizational citizenship behaviour ($r = .505, p < .001$). All the factors of organizational climate also showed significant correlation with citizenship behaviour. Further, results of step-by-step multi-variable regression showed that among the various organizational climate factors, goal aspect was best predictor for citizenship behaviour of physical education headquarter staff ($F = 36.13, p < 0.001$) and goal aspect along with communications also predicted citizenship behaviour of staff ($F = 24.26, p = 0.001$).

Farooqui (2012) explored the relationship between different dimensions of organizational climate and organizational citizenship behaviour. The six dimensions of organizational climate considered in study were labelled as leadership characteristics, workplace relationship, organizational system, job characteristics, role characteristics and rewards. The sample of study involved 114 faculty members (lecturers) randomly selected from public sector universities of Lahore. All the dimensions of the organizational climate were found to be significantly related to OCB with correlation coefficient ranging from .601 (for organizational system) to .758 (for role characteristics). Further, gender had also shown an explanatory power towards OCB as relatively more citizenship behaviour was reported by male faculty members than the female counterparts.

Allameh et al. (2012) explored organizational climate as antecedents of organizational citizenship behaviour. The subjects included 136 employees working in 20 Mellat Bank branches in Iran. Organizational climate was assessed using six dimensions which were autonomy, trust, support, recognition, fairness, and supervisor encouragement of innovation. The results reported that organizational climate significantly predicted OCB ($\beta = 0.55, p < 0.01$) and autonomy, supervisor encouragement of innovation, and support were found to be the most important dimensions of organizational climate.
2.3.3 Turnover Intentions

Kerlinger (1973) defined turnover intention as an employee’s personal estimated probability of deliberate intent to leave the organization permanently in near future. Employees’ turnover intentions has always been a major concern of organizations regardless of their location, size or nature of business as conceptual and empirical models of turnover intentions have provided a strong support for the proposition that behavioural intentions is key determinant of actual behaviour (Fishbein and Ajzen, 1975; Triandis, 1980).

2.3.3.1 Measurement of Turnover Intentions

Kelloway et al. (1999) developed a 4-item turnover intention scale. The study was a six months longitudinal study comprising a sample of 236 respondents. The internal reliability of the scale was found to be .87 and the results of confirmatory factor analysis suggested the appropriateness of the scale.

Bothma and Roodt (2013) focused on the validation of a shortened, six-item version of the turnover intention scale (TIS-6). The study was based on a sample of 2429 employees working in an information, communication and technology (ICT) sector company. Different variables were used to study the leavers (those who left the company) as compared to the stayers (those who remained in the employment of the company) in this sample. It was established that the scale had acceptable level of reliability ($\alpha = 0.80$). The TIS-6 scale also confirmed its criterion-predictive validity as it significantly distinguished between leavers and stayers. The scale also confirmed its differential validity as statistically significant differences were between leavers and stayers with respect to other theoretical variables used in the study. These comparisons were conducted for both the 4-month and the 4-year period after the survey was conducted.

2.3.3.2 Relationship between Organizational Climate and Turnover Intentions

The intent of an employee to stay or quit an organization has been a serious issue as it surrogated for actual turnover (Wunder et al., 1982). It may result in due to the significant response to stress factors which arise due to the dissonance between individual perceptions about the organizational climate (Baysinger and Mobley, 1983). A few
studies which provided evidence of relationship between organizational climate and turnover intentions are discussed below:

**Gormley (2005)** examined how turnover intentions were influenced by organizational climate among the nurse faculty working in departments/colleges of nursing in Carnegie Doctoral/Research Universities. Forty-five schools of nursing and 316 full-time nurse faculty participated in the study. The overall organizational climate showed a significant negative relationship with turnover intentions (r = -0.319, p<0.05). Organizational climate subscales of consideration, intimacy, and production emphasized significant (p ≤.05) and moderately strong negative relationship with turnover intentions (r = -.362, r = -.373, and r = -.226, respectively). Organizational climate subscale disengagement was positively related to turnover intention (r = .379, p < .05). In another study conducted on Taiwanese nurses by **Liou and Cheng (2010)** examined the perceptions of organisational climate and their relationship with intention to leave. The authors found that the nurses working in district hospitals perceived a better hospital climate and had a lower intention to leave than nurses working in teaching or regional hospitals.

**Hong and Kaur (2008)** investigated the relationship between organizational climate and intention to leave an organization in the Malaysian context. The sample consisted of 191 working adults of Malaysia. The findings of the study indicated a strong negative correlation between organizational climate and intention to leave (r = - 0.75, p<0.01). The four dimensions of organizational climate namely structure, responsibility, rewards and support, showed significant negative correlations with intention to leave (r = -0.70, r = - 0.48, r = - 0.58 and r = -0.69, respectively). Further, the results of multiple regression revealed that the four dimensions of organizational climate accounted for approximately 57 per cent (R² = 56.9, sig. = 000) of the variance associated with intention to leave. Structure was found to be the most proximal dimension, followed by support and responsibility and rewards was the least important dimension that influenced employees’ intention to leave.

**Adjei-Appiah (2008)** examined organizational climate and turnover in the health sector of Ghana. The sample consisted of 80 employees working in teaching hospital
formally called Korle-Bu Teaching Hospital. The findings of the study indicated that organizational pride and stress were the most important factors of organizational climate which influenced quitting intentions. Further, empowerment and supervisory support were found to be causal predictors of stress, and respect and mistreatment predicted organizational pride.

**Ribeiro-Tupinamba et al. (2011)** investigated the relationship of factors of organizational climate prevailing in call centers with turnover intentions. The subjects included were 333 call-center’s operators working in three companies of the charging sector in Fortaleza (Ceará-Brazil). The factors of call centre climate such as identification with the position, identification with the tele-charging service, technical orientation offered by supervisors, socio-affective support and satisfaction with the organization were found to be significantly responsible for the employees’ intention to leave. Overall, the variables belonging to the group behavioural factors were significantly affected employees’ quitting intentions.

**Saungweme and Gwandure (2011)** investigated the relationship between organizational climate and intent to leave among recruitment consultants from a multinational human resource consulting company in Johannesburg, South Africa. A total of 52 recruitment consultants participated in the study. The findings of the study indicated a negative correlation between organizational climate and recruitment consultants’ intention to quit (r = -0.65). Further, negative correlation was also found between intention to quit and factors of organizational climate such as structure (r = -.23), responsibility (r = -.33), reward (r = -.62), support (r = -.72), and warmth (r = -.55).

**Sahin (2011)** examined the relationship between psychological climate and turnover intentions in a sample of 238 employees working in private security services in Ankara, Turkey. The findings of the study revealed a moderate relationship between psychological climate and turnover intentions (r = -.33, p< .01). The results of regression analysis also showed that the psychological climate was significant predictor of turnover intentions (β = - .29, p < .01).

**Jeswani and Dave (2012)** examined the antecedents of organizational climate and its impact on turnover intentions of 205 faculty members of various technical
educational institutes of India. The study of organizational climate was based on antecedents such as orientation, supervision, communication, decision making and reward management. The findings of the study revealed that all the five antecedents of organizational climate explained 23.8 per cent variance in turnover intentions and only two antecedents’ namely orientation and reward management had significant impact on turnover. Earlier to this, in a study conducted on educational institutions by Singh (1985) reported that faculty members in a more open climate performed much better and their tendency to leave is also lower than faculty members who were working in a less open climate.

Jyoti (2013) examined the impact of organizational climate on intention to leave. The subjects consisted of 820 teachers from four universities in North India. Six factors of organizational climate were considered in the study and only two factors i.e., administration ($\beta = .082$, sig. < .05) and personal treatment ($\beta = -.129$, sig. < .001) were found to be significant predictors of turnover intentions. The predictor factors were responsible for thirty two per cent variations in turnover intentions of the academicians (adjusted $R^2 = .319$). Further, the university teachers had very low intention to leave. Only eight per cent teachers wanted to change their job due to non-satisfactory information & communication flow, structure of the organization and change implementation within the organization.

### 2.4 GAPS IN EXISTING LITERATURE

The review of existing literature presented above has not addressed various issues. Some of the issues are as follows:

1. Many of the previous studies limit the scope of organizational climate to just few dimensions. However, the studies on the vast range of factors that form organizational climate are scarce.
2. The main causes responsible for the favourable and unfavourable organizational climate are missing.
3. The literature is disorganised in finding the relationship between organizational climate and socio-economic variables.
4. Major factors related to organizational climate that can cause adverse effect on the employee attitude and behaviour are missing in existing literature.
5. The literature is also disorganized in establishing the fact that which outcome (in the form of attitude and behaviour) is more influenced by the organizational climate.

6. Many of earlier research studies are basically focussed on service and education sector. Very few studies have been reported on manufacturing sector and very little research has been done on food processing sector.

On the basis of the above mentioned gaps, the present research is an attempt to contribute to the existing literature by bridging these gaps. The present study uses wide range of dimensions to explain the status of organizational climate and its relationship with socio-economic variables. Further, it explores the relationship of organizational climate with the job attitudes and employee behaviour of large scale food processing industry of Punjab.