CHAPTER II

REVIEW OF LITERATURE

The researcher examined extensively various concepts, pertaining to organizational climate and employee commitment to find a way to apply it suitably in this study. To substantiate, the concept and to draw research problem, the researcher has reviewed as much as national and international literature in this chapter.

The aspiration of this literature review is to incorporate information pertaining to the study and transformation of an organizational climate and commitment. The literature review consisted of previous research, studies and suggestions quoted from identifiable resources to develop the basis for searching in organizational climate may affect employee commitment.

The present study is an endeavour to find out the impact of organizational climate and employee commitment in the auto component manufacturing industry. Studies pertaining to the organizational climate and employee commitment and other related variables were undergone in this chapter. The review of pertinent literature is aligned in four segments

- Studies related to organizational climate
- Studies related to employee commitment
- Studies related to organizational climatic variables
- Studies related to organizational climate and employee commitment
ORGANIZATIONAL CLIMATE

Organizational Climate has been elucidated as an organizational atmosphere that can mentor and induce the behaviour of employees to become high performers or low performers. Organizational climate is an eminent factor of an every employee performance (Patterson et al., 2004) which influenced organizational productivity, related to individual behaviour on the organization. (Diekhoff, Thompson & Denney 2006), Organizational outcomes have been associated with the organizational climate for quite some time.

Litwin & Stringer (1968) defined organizational climate as “A set of measurable properties of the work environment, perceived directly or indirectly by the people who live and work in this environment and assumed to influence their motivation and behaviour”. They postulated that organizational climate was an evaluation of how individual perceived their surroundings. It is very essential how the members within the organization felt about their organization.

Gunter and Furham (1996) stated that, organizational climate can directly cause work outcomes that are either positive or negative incentives that make work interesting. Attractive work environment, good personal policies, provision of benefits, favourable work environment, job satisfaction and compensation are the positive work incentives that make the work interesting. Negative work includes those incentives that make work boring, unchallenging and dissatisfying. They lead to increased absenteeism, turnover and accidents.

Prasad (2000) revealed that organizational climate assist as the guideline for dealing with people and has a major influence on individual as well as work group on motivation and productivity. He also explained the factors in organizational climate.
Vardi (2001) pertained organizational climate dimension has positive and negative effects on employees in the organization. Further, he explained reward encourages the employees and has a negative impact between organizational climate and misconduct behaviour.

Smith, Collins & Clark (2005) suggested that an organizational climate plays a vital role in knowledge creation capability. The employees of this technology firms are more open to new novel information and are more likely to interact in new ways even when the payoff from such activities is not certain. Organizational climate supports risk taking and increases knowledge creation capability. They cultivate teamwork climate and are able to inspire, exchange and give a solution between employees.

Schulte, Ostroff & Kinicki (2006) investigated that perception of individual level climate and organizational climate are related to job satisfaction. Using the sample about 1076 employees at120 branches of U.S Banks, they conducted hierarchical linear model for result of individual perception of climate. They suggested unit level climate as some influence on individual attitude.

Chen & Huang (2007) conducted a study on organizational climate, organizational structure, social interaction and knowledge management. The study surveyed about 146 employees from Taiwanese firms. Multiple regression analysis resulted in organizational climate. It has a significant relationship with organizational structure mediating social interaction. Knowledge management is the dependable variable for organizational climate, Structure and social interaction. They found innovative climate and co-operative climate in organizational climate from knowledge management.
Liou and Chen (2010) examined the perceptions of organizational climate and their relationship with intention to leave. The researchers identified that the nurses working in a district hospital perceived a better hospital climate and had lower intention to leave than nurses working in teaching or regional hospitals.

Singh and Mishra (2011) found organizational climatic variables have a strong predictor variable of occupational stress. They conducted correctional and regression analysis between these two variables. Finally, they came out of the strong variable such as orientation, quality of work life, problem solving and decision making, communication, customer satisfaction, goal setting, appraisal and counseling and training affecting employees become stress among IT organizations.

Motlagh (2012) revealed employees working in Isfahan hospital had good organizational climate and it is strongly predicted to organizational justice. Organizational justice and trust induced the employees in their work. Popa (2011) organizational climate pertains to the attitudes, beliefs, sentiments and opinion of employees at a certain time, whereas culture refers to the values and other elements that have continuity in time.

Yoo, Huang & Lee (2012) demonstrated the critical role of organizational climate in promoting the present technology so that it could be informative for a successful integration of technology in the workplace. Identity, Support, Structure, Reward and Warmth are the best predictor of performance expectancy and social influence. Positive organizational climate encourages commitment to the organization. One of the factors of organizational climate as reward reduces the counterproductive behaviours Kanten & Ulker (2013).
Goi (2013) analyzed structural equation modeling technique with path analysis and indicated that educational staff believe that human relations (autonomy, integration, involvement, supervisory support, Training and welfare), open systems (Innovation and flexibility, outward focus, and Reflexivity) and Rationale Goal (Goal clarity, efficiency, effort performance feedback, pressure to produce and quality) are related to improve the employee performance as well as satisfaction and less intention to leave. Based on the study, academics believe that autonomy, integration, involvement, supervisory support, Training, welfare, Innovation and flexibility, outward focus and reflexivity, Goal clarity, Efficiency, Performance Feedback, and Pressure to produce are the key factors of job satisfaction. Although impact can be made through less intention to leave, the data indicate that internal processes are not such an effective tool to increase the employee satisfaction.

Shirzadi et al., (2013) study at Iran Kermanshah Province found that the correlation between organizational climate and employee commitment shows that organizational climate is significant and positively related. Their findings also indicated that there is a significant relationship between education degree and years of experience with employee commitment.

Ravi shankar, Mahadevan & Moideen Batcha (2014) used structural equation model research method to determine the strength of the relationship between organizational climate and organizational performance. Their research reviewed 468 valid studies after screening from 558 studies. Working Environment, Communication, Rewards, Training and development, Leadership are the variables of organizational climate. They found working environment, communication and Leadership are the organizational climatic variables that enhanced organizational performance. Further, he revealed organizational
climate influenced high commitment as compared to job satisfaction and job involvement. Organizational Climate has significant influence on job involvement.

Kavosi et al., (2014) explored that innovative organizations in their organizational climate has much emphasis on the reward system, so that the system can boost entrepreneurial behaviour in these organizations and the most favourable organizational climate, in the organization can be seen in which the reward system and the communication openness among the managers are paid attention to and emphasized.

Randhawa and Kaur (2015) examined the relationship between organizational climate and organizational citizenship behaviour of large scale food manufacturing industry in Punjab among 509 employees. Pearson correlation and multiple regression results revealed the dimension of organizational climate they were based on supervisory support, performance feedback, clarity of organizational goal, autonomy and the pressure to produce. Welfare and participation were related to organizational citizenship behaviour and its main findings are organizational climate.

Balkar (2015) explored the relationship between organizational climate on innovative behaviour and job performance in secondary schools in the Adana province of Turkey. After clarifying the constructs of organizational climate and innovative behaviour, the study conducted SEM to examine how organizational climate influenced innovative behaviour and job performance in schools. The results showed that support of organizational climatic variable was induced innovative behaviour and support, fairness and pressure were found to have effects on job performance. In their findings predictable pressure
of work have negative predictor of job performance. His study suggested positive pressure induced the teacher to more performance in their work.

**Bronkhorst et al., (2015)** the relationship between organizational climate and employee morale have been studied and the findings of this study show that if the employees have open organizational climate, they will have high morale and if the employees have the closed organizational climate they will have lower morale.

**Pozveh & Karimi (2016)** studied the relationship of organizational climate and organizational silence of administrative staffs in Educational sectors and confound that there is a positive relationship between age and organizational climate variables.

**Haseeb, Shaharyar & Butt (2016)** asserted that organizational climate has strongly influenced the employee working in Sialkot manufacturing industry. They made a survey with 130 employees among 22 manufacturing industries and revealed that there is an excellent working climate for employees. Organizational climate motivated the employee in their work. Innovation, Rewards, Training and Development, communication are the organizational dimension favourable to this manufacturing industry.

**EMPLOYEES COMMITMENT**

Employee commitment is a bond to one’s retaining an organization. It continues to interest scholars and managers and remains a dynamic research topic because of its pivotal role in understanding and envisioning workplace
behaviour. Commitment to research has essentially concentrated on the variable centered approach (Meyer et al., 2002) which signifies the differences in the relationship between variables associated with the three component model of employee commitment.

Employee commitment has been determined as the grasping bond on psychological attachment to the organization (Klein, Molloy & Cooper 2009). Commitment to the organization allowed three forms and assigned to as the three component model (Allen & Meyer 1990). There is affective commitment (AC) attached based on emotion or desire, continuance (CC) attachment based on perceived cost and normative commitment (NC) attachment based on perceived obligation (Meyer & Allen 1991). The three component model of employee commitment has been tested extensively in different testing (Meyer, Stanley, Herscovitch & Topolnsky 2002) including non-western context. (Simons & Buitendach 2013, Wasti 2005).

Employees emotional attachment, identification and involvement in the organization are indicated as affective commitment. The normative cost reflects a feeling of obligation to continue employment. Finally, continuance commitment to awareness of costs is associated with leaving the organization. Affective commitment, Continuance Commitment and Normative Commitment are the three components of employee committed in the organizations (Allen & Meyer 1990; Meyer & Allen 1991).

Higher affective commitment towards an organization is considered as an important determinant of dedication and loyalty. Affectively committed employees considered to be having a sense of belonging and identification
exhibit their increased involvement in organizational activities and their desire to remain with the organization (Meyer & Allen 1991).

Continuance commitment is an awareness of the perceived cost associated with leaving an organization. Employees whose primary link to the organization is based on continuance commitment remains because they need to do so. This type of commitment is best understood by examining employee perceptions of the cost and benefits of continued organizational membership. Employee who believe that they have viable employment opportunities elsewhere are less likely to exhibit a strong continuance commitment. On the other contrary, employees who perceive that something of value would be lost if they leave the organization are more likely to strong continuance commitment (Meyer & Allen 1997).

Normative commitment is defined as an employee’s feeling of obligation or loyalty to the organization as an institution. An employee who exhibits strong normative commitment considers the relationship with the organization morally binding, regardless of how much status or satisfaction employee stands to receive by remaining with the organization. It is based on a process of internalized beliefs about the relationship between an individual and organization (Wiener 1982).

O’Reilly and Chatman (1986) found that there is a relationship with organizational values and employee values and the latter tend to display a higher level of employee commitment. Employee commitment had a moderating effect on the impact of stress. Employees felt increased job pressure when commitment was low, but when employee commitment was high they felt less effects of job pressure Begley and Czajka (1993).
Brown (1996) meta-analysis also reported strong results for the relationship between job involvement and other attitudes such as job satisfaction and affective and normative employee commitment. It was shown to be related to work behaviour as well as moderate relationship with perceived organizational support with job satisfaction.

Ukaegbu (2000) showed the relationship between working condition and employee commitment due to the intrinsic component and viewed as organizational identification about strong predictors. Gautam, Dict & Wagner (2004) Confirmatory Factor Analysis proven that there is a significant relationship between organization identification and employee commitment.

Khan & Mishra (2002) explored the relationship between employee satisfaction with a commitment. He conducted canonical correlation to the employees of 150 rail engine drivers conducted the survey of 150 rail engine drivers about their satisfaction and commitment. For this study he used canonical correlation with porta’s satisfaction scale and organizational scale. They revealed that needs of social attachment and esteem are significantly correlated with affective and normative commitment.

Shim & Kim (2004) found salary, welfare benefits and promotion are the extrinsic rewards affected by the Korean employees to commit in the same organization. Further their study posited out, length of employment or age, the antecedents that influence employee commitment includes organizational support for career and skills development and realization of expectancy.

Karim and Noor (1970) exhibit the construct validity and internal reliability of employee commitment scale found by Allen and Meyer. The studies narrow down affective and continuance commitment among the Malaysian academic
librarian. Finally, his study predicts about that employee commitment measures an applicable to librarians in general and to academic librarians specifically. (Feather & Rauter 2004) Organizational identification, influence, variety skill utilization and organizational citizenship behaviour are the factors significantly related to employee commitment in Victoria permanent and temporary teachers.

Chang & Choi (2007) explored the relation with employee commitment with organizational tenure. They conducted surveys among 204 R&D professional from Korean electronics firms. Findings must be in diligently and determinants from the first 12 months employee commitment is lower level to the tenure it continues 2 to 3 years after 3 years it distinctly increases in the employee commitment with the organizational tenure.

Humphrey, Nahrgang & Morgeson.,(2007) conducted a meta-analysis about job autonomy and employee commitment. Finally, they posited out job autonomy was a significant predictor of employee commitment.

Salami (2008) conducted the study among 320 employees from 5 service organizations and 5 manufacturing industries in Oyo state in Nigeria. He investigated the relationship of demographic factors and employee commitment with the help hierarchical multiple regression and revealed that there is a significant relationship between employee age, marital status and education with employee commitment. Employees who have older age more commit than the younger age. Based on their financial requirements married employees are committed than the single ones. Highest educational qualification and long years of work experienced employees are committed to the organization. Gender is negatively correlated with employee commitment.
Somers (2009) showed that job stress is positively related to affective and normative commitment. Further, in his study found there is a negative relationship between job stress and continuance commitment.

Vandenberghe & Bentein (2009) conducted the study about normative commitment among two independent samples about 366 for the 1st study and found that employees with normative commitment are positively related to emotional attachment and affected by psychological distress and the 2nd study about 187 study revealed produced low levels of job performance compared to other two commitments.

Tumwesigye (2010) gathered data from public and private sector organizations in Uganda among 297 employees. He showed that affective commitment, continuance and normative commitment positively correlated with turnover intentions. This study found the age of the employees are significant to affective and continuance commitment. He pointed out employees who work in the organization realizes their values, contributes and cares about their well-being would report higher levels of affective, continuance and normative commitment.

Kahtani (2012) assessed the relationship between demographic variables, job-work related variables with employee commitment in Saudi Arabia. They surveyed around 1,022 employees from fifteen different ministries in Riyadh. For analytical study author used multiple regression and product moment correlation and found that there was a significant relationship between demographic variable and employee commitment. Age is the predominant factor for the employees committed to the organization. Further, his stressed
job involvement and work conditions were significantly related to employee commitment.

Unal (2012) disseminated that ethical climate has a strongly significant relationship with affective and continuous commitment. Affective commitment is based on individual aspects clearly defined about the antecedents of affective commitment and embedded the psychological contracts as the central role of affective commitment in business to business relationship. Ethical climate influenced employees are highly and affectively committed in the working place Lovblad, Hyder & Lönnstedt (2012).

Daciulyta and Aranauskaite (2012) had conducted a research to evaluate the employee commitment in Ludhiana. They revealed and evaluated the temporary workers, which were offered by the Ludhiana temporary agency. The primary objective of the study to find out predominant and identification to determine the employee commitment about 73 employees were considered for the study to examine their careers, trainings, financial well-being, management style, security, balance between work and personal life, autonomy, application of different skills at work and work environment. The findings are three types of employee commitment and their combinations are different. But affective commitment was strongly predicted than that of two commitments. Different skill at work, autonomy, work environment and balance between work and personal life are strongly predictable to employee commitment. They suggested focusing on career opportunities, training, financial well-being, leader management style and the feelings of security in the temporary agency.
Meybodi (2012) suggested that the components of environmental factors, individual factors should have more importance for increasing employee commitment of employees, good organizational climate leads to high level of employee commitment (Gheisari 2014).

Meyer et al., (2013) examined about three components of employee commitment along with their profiles. A study conducted about their analysis, 6,501 respondents from military context, revealed that six distinct profiles. working conditions, stay intentions and well-being are the most favourable variables working in the military context and they are committed as affective and normative. High anxiety and depression, searching for a new job are the least favourable conditions for the continuance commitment.

Khan et.al., (2013) investigated employee commitment among 312 employees from public and private institute of management science of Pakistan, and found a high level of salary, designation, years of experience and educational qualification are statistically significant for employee commitment. Further, they pointed out facilities who are working in public universities are highly committed to their private institutions.

Ifie (2014) found employee commitment is not only to a strong psychological connection felt by the employees towards the organization. It plays a passive and static form of employee loyalty to the organization. Further, it implies dynamic employees to seek in an active way, to contribute for the common welfare of the organization. Based on this study employee commitment reflects positive feeling of employees towards the organization.

Singh (2014) stated that organizational health enhances the level of commitment. He expounded that all the three dimensions of employee
commitment. Long tenure of job employee working with long tenure has a normative commitment as well as the job hierarchy of the police officers is highly correlated with employee commitment. In his study, he eloquently explained long job tenure positively correlated with normative commitment.

ORGANIZATIONAL CLIMATE VARIABLES

AUTONOMY

Autonomy in the workplace is defined as the amount of attitude and available resources for employees to complete assigned tasks (Langfred 2013, Hassini, Surti & Searcy 2012).

Spector (1986) examined perceived control by employees with relate to autonomy and participation at work. They found job involvement is the strong, predictable variable in autonomy studies perceived higher than the participation at work. Employees who are perceivably controlled at work are more satisfied, committed, involved and motivated in autonomy than the participation at work.

Mathieu & Zajac (1990) explored in their study management only emphasized discipline, authority and control, reasonable autonomy creates an organizational climate where employee commitment can be nurtured and developed. Further, they specified that the lack of autonomy and the use of close supervision in organizational results in diminished performance and employee stress.

Parker, Axtell & Turner (2001) found that autonomy of work prevails safe working in the organization. This study relates autonomy of work, supportive
supervisors with employee commitment. Employee commitment mediates with autonomy, supervision and communication. They conducted regression analysis and revealed job autonomy is strongly predicted with employee commitment.

Gagne & Deci (2005) found that motivation inherent in autonomy facilitates the development of commitment by the organization. They discussed that the autonomy leads to commitment which was explained through a longitudinal research design. (Sadler, et al., 2013) differentiated autonomy as three factor structures was using explanatory and confirmatory factor analysis and found work schedule autonomy was associated with job commitment and work criteria. In non-western context, Autonomy has positive influence on job satisfaction. Autonomy is a complex variable with a number of dimensions and this complex nature of the construct observed with different culture and the outcomes varies depends upon the culture. Work autonomy is related to job commitment.

Morgeson, Delaney-Klinger & Hemingway (2005) attempted the study about job autonomy and role breadth at United States, with 871 respondents and revealed that autonomy led to increased performance by enhancing role breadth. They found autonomy offered different level of job opportunities to perform their work.

Esser & Olsen (2011) explored the significant relationship between autonomy and job security by administering a sample of 13,114 employees from 19 countries. They examined micro level and macro level analysis. The results confound high impact of autonomy in Nordic and low impact in transition countries. Autonomy is positively correlated with union density and skill
specificity. It varied depend upon the cross country variances and found unemployment problem is the main factor for job security. Multi-level approach explained how the institution shapes employment outcomes.

Ayman Adham (2014) made the study with the sample of 21,981 employees in 2,680 workplaces in U.K. Autonomy in work made the employee involvement in their work areas. Further, they studied in detail about the relationship between involvement and employee commitment. In this research, he clearly mentioned about when employees are individually works and made a decision, they are highly committed.

Lopes calapez & Lopes (2015) conducted the survey about work autonomy and job involvement among 33 European countries and analyse the predictors through structural equation model. The results found that work autonomy influenced job involvement in micro level and negative impact in macro level. Job autonomy positively significant to employee commitment and negatively influenced for work exhaustion (Ahuja et.al., 2006).

GOAL CLARITY

Guzley (1992) conducted the survey of 250 employees of a large south west service organization. The finding of the study is when there is a clear goal about the organization motivates the employees do their work. He posited out that goal clarity is the most significant predictor of organizational climate.

Anderson & Stricth (2015) experimented on 214 employees with goal clarity, task significance and performance in public organizations. They eloquently proved goal clarity is positively correlated with job performance. Goal clarity is very eminent for the employees in the public organization.
Ahmad & Rehman (2011) conducted a study on the middle managers from 12 public sector organizations. The results predict that a goal clarity has a positive relationship with the perceived benefits of efficiency and effectiveness. Clarity of goal enhances the efficiency of the employees and showed their performance in the work.

Jung (2013) explored that goal specificity about employee and organizations. They empirically proved goal clarity of employees in the public sector regions reduces the turnover intentions and showed the benefits of goal clarity and they should perceive their goal in the public sector. Employees have a clear idea about the organizations so they involved in the work.

Davis & Stazyk (2014) conducted the survey in public organizations regarding goal clarity. They studied about the goal ambiguity and political support affects the role clarity and it indicated that goal clarity becomes lowest of employees in public organizations. Further the study seems to be different when other combinations of political support and goal ambiguity are considered.

INNOVATION

(Sankowska 2013) Knowledge transfer within the organization is an intrinsic outcome of innovation. Employees have an acquired knowledge to innovate voluntarily and found the relationship between organizational trust knowledge transfer and creation of innovativeness with the help of multiple regression and structural equation model. Creativity climate describes situation that promote the creation and implementation of new ideas (Janssen 2003).

Nammi and Nezhad (2009) investigated that there is a relationship between innovation and employee commitment. They made regression analysis to find the relationship of psychological climate variables and employee commitment.
among 170 teachers at Anvaz in Iran. Their results revealed innovative ideas among the teachers made the classroom communication effective. In psychological climate, innovative variable is highly correlated with the employee commitment to the organization.

**Carol (1996)** investigated innovation has three models, namely individualist, structuralist and interactive process. Leadership, entrepreneurship and championship are the variables of individual and champions are the variables of individualist, structuralist and innovation assumed with organizational characteristics particularly that constrain change. The interactive process is concerned with the probability of innovation occurrence - innovative study in the context of complex events rather than discrete causes.

**Holman et al., (2012)** stated that learning strategies are a mechanism through job design mediates the employee innovation among 327 employees in U.K. manufacturing industries. They examined with structural equation models for the relationship between job design and idea generation. Idea generation enhanced the employee innovation process. Further, he concluded in their study, researchers should concentrate on the role of individual traits such as goal orientation etc.,

**ZhuC et al., (2013)** determined that a supportive work environment, especially a supportive relationship with colleagues, encourage the innovative teaching performance of teachers.
SUPERVISORY SUPPORT

**Kalliath & Beck (2001)** examined the consequences about the lack of supervisory support and they analysed structural equation model among supervisor support with nurses and burnout. They found lack of supervisory support leads to intent to quit the job. Supervisors are the emotional exhaustion of the organization, so they concluded concentration of supervisors. They suggested to concentrate on job satisfaction, co-workers support, employee commitment etc.,

**Nieuwenhuijsen et al., (2004)** conducted a study on eighty five supervisors from education and service sectors. The results revealed that supervisors have frequent communication with employees during sickness they must return to work as soon as possible. This study exhibits the relationship between supervisors and illness or sickness of employees. In addition, supervisors motivate the employees through their regular contact by phone once in one or two weeks. These make the employees return to work in a particular period. Finally, they revealed the supervisor must take further training for motivating the employees in the absence of sickness.

**Chiaburu & Harrison (2008)** confounded in their studies about co-workers and supervisors have a good relationship. In their studies, they found supervisors are complacent in the employees attitude, and it is considered most favourable variable in working environment for the employees.

**Kossek et al., (2011)** delineated about supervisor support in an organization, they shape their employee views of organization in association with work life conflict. His study revealed the perception of supervisor work life support as an employee perception that their supervisor cases about their work life well-being.
Finally, they argued that workers point out the supervisor as organizational agent and they consider supervisors' action to be equated with organizational actions.

**Hsieh (2012)** found the relationship between leader member exchange theory, supervisor support and employee commitment among bank employees. His findings revealed supervisory support in the mediating effect on commitment and leader member exchange theory. The researcher mainly concentrated supervisors heed to the subordinates must encourage the employees to dedicate more responsible to the organization. Employees of the organization have a close relationship with the supervisor. Further, he concluded that supervisor must clearly state the goal and vision of the organization. Supervisor support to the employees leads to committed to the organization.

**Fritz et al., (2013)** identified supervisor behavioural integrity made the employee committed to the organization. Cynicism is the mediator of the supervisor and organization expectancy. Employees have trust and confidence about supervisory behaviour and committed to the organization. Supervisors do not trust the employees and their congruence to serve as an organization's attitude.

**Ramadoss Kamala & Megan (2014)** studied 359 employees from the IT professionals located from four cities in south and western India. They sought to investigate the impact of supervisor support on employees' commitment. Supervisors are directly impacting on employees' knowledge of family friendly policies and employees' employee commitment. Supervisor support with employees flexibility encourages to commit in the organization. In this study, they revealed supervisor to have greater autonomy to the employees based on these they are effectively committed in the organizations.
**Kuvaas, Buch & Dysvika (2014)** conducted the study about the relationship of supervisor’s feedback and work performance. Organizational Justice and supervisory support have positive impact on employee commitment found in the Nigerian petroleum among 201 employees *(Yasar, Emhan & Ebere 2014)*

**Chou (2015)** investigated supervisory support among employees within 20 farmers association in Taiwan. The result revealed that there is a relationship between supervisory support and behavioural support for organizational change. Self-efficacy of supervisors support is developed through the positive attitude of the organization change and the supervisor has strengthened the affective commitment to the employees and enhanced the behavioural support for the organizational change.

**WORKING ENVIRONMENT**

**Rossberg Eiring & Friis (2004)** said that working environment is strongly related to employee satisfaction. Staff working in the organization perceived the working environment and exhibits in their job outcomes.

**Stichler (2005)** conducted the survey about 275 nursing employees about working environment: they are highly dissatisfied with the environment. Employees who are working in the place are not satisfied with their salary as well as there’s no friendly relationship with supervisors, co-workers and leaders.

**Chiaburu and Harrison (2008)** discussed about the environment of co-workers positive and negative predictors and outcomes. They also identified about perceptual, attitudinal and behaviour outcomes of the co-workers in respect of
leaders influence found that co-workers who are supportive of one another and more likely to engage in organizations towards individuals. Working environment is highly influenced by the employees to engage in the workplace and enhanced in motivation of work.

Taiwo (2010) revealed there is a lack of worker productivity. Internal and external work environment are not satisfy the workers in the oil and gas industry in Lagos. He suggested oil and gas industry should concentrate infrastructure and internal work environment such as fringe benefits, worker's relationship with managers, co-workers. Further, organization should encourage the employees with job training, job security, promotion are the factors enhanced the worker productivity. The conducive work environment made the employees to engage their work.

Ali et al.,(2010) examined the relationship between CSR and employee commitment among 371 professionals working in different sectors of Pakistan. Working for a better environment, involving in employee welfare, and producing quality products for customers is the variety of CSR, they conducted a structural equation model analysis of the relationship of working environment and commitment and the results confounded working environment induced the employee highly committed in the organization. Finally, they concluded working environment in the private sectors is highly satisfied with other sector of Pakistan. Good working environment motivates the employees to work faster and better performance.

Nienaber, Bussin & Henn (2011) found that rewards and remuneration have strong predictor of conducive working environment for women other than men. Their findings about the working environment, employees who had worked for a long time to stay in the same organization, when new to the organization they
have less confidence about the working environment about a new team colleague and their time managers. Further, they predict goal setting and performance management are analysed and recognised by rewards, a conducive working environment made the employee to stay in the same organization.

**Daciulyte and Aranauskaite (2012)** stated that there is a strong relationship between work environment and employee commitment in temporary employment agency in Ludhiana. They mainly focused and identified in their study predominant types of employee commitment which leads to identification of determinants of commitment and also identified the direction of commitment.

**De Cremer (2012)** expressed the quality of work environment has an impact on the employee morale, satisfaction and performance. Working environment is the highly predictable variable and the least easy to understand by the employees and control all the managed resources. Employers are sometimes mystified when their high level employees under-perform and others are leaving. Organizations don’t concentrate why employees are leaving the organization, even though they are giving fair compensation. Employees are not committed to the same organization because there’s a lack of motivation in their work environment to exercise their full potential.

**Onuka (2012)** profound the level of cooperation desired to achieve the institutional goal demand a premeditated and forfeited work environment for both the management and workers.

**Raziq and Maulabksh (2015)** explored working environment influenced employee satisfaction in 210 employees working banking sectors, telecommunication and educational institutions randomly selected in each sector.
for employees. The results indicated favourable working environment has an impact of employee job satisfaction.

Armstrong (2015) from the organizational characteristics point of view they were examined instrumental communication and input into decision making. Working environment variables of western correctional staff support have a stronger relationship with the personal characteristics of job satisfaction. Quality supervision has been observed to have positive associations with the working environment.

**REWARD**

Reward is considered as a crucial element in organizational climate. It is essentially about designing, implementing and maintaining pay systems which help to improve organizational performance. Employee rewarding should be designed as the fulcrum of the achievement of the organization strategies; Reward induces the employee to make performance more effective. Performance comes under the production of the organization. Valued employees are retained through the proper rewarding system. Non-monetary reward system such as promotion, prospects, training opportunities and job satisfaction, etc., are all motivating the employees and retaining them in the same organizations.

Thompson Robin (2000) Rewards are inducing the employees to work more in the company. Extrinsic rewards such as salaries, benefits, promotions are motivated to do their work. Intrinsic rewards encourage the employee to commit in the organizations and they enjoy the work environment.
Chew & Chang (2008) reciprocates rewards are positively correlated with employee commitment. He conducted the survey about 457 rewards employees from nine Australian organizations as regards rewards related to commitment structural equation model framed through the rewards and commitment and the result posited out positively significant them.

Bartol & Srivastava (2002) examines the reward system induces the knowledge sharing of employees with co-workers. The study predicts mainly monetary reward system for an individual team level as well as across the team. Leaders have the quality to evaluate the individual behaviour and encourage in the way of monetary rewards. In team level when individual motivates with monetary rewards, he shares the knowledge to the members in the team. They produce better performance, though the knowledge sharing and all the team members are rewarded. Meanwhile, all the teams worked as a good performance and the team on work units gave the best results of the company. And the whole unit performance was encouraged by the other companies. Lastly, his study concluded with a reward system must be effective in knowledge sharing in an organization.

Ajila and Abiola (2004) found the relationship between extrinsic and intrinsic rewards. They found that extrinsic rewards such as incentives, etc., motivated the employees to do work performance higher and intrinsic rewards such as promotion not motivating the employees of Nigerian bank employees. They clearly exhibit in their study extrinsic rewards like salary, allowance etc., increased by the employer and there is an ultimate result in their workers' performance.
Moncarz et al., (2009) exhibits rewards and compensation, recognition is the variables positively correlated with employee satisfaction. Rewards are the motivational factor in the every employee and felt they are recognized by the organization, so they are committed in the organization. They used the statistical tool regression analysis to find the relationship with rewards and commitment of the employees.

Pangil et al., (2011) conducted a research on government agency employees to study about the perception of organizational climate and job satisfaction. Their study predicts reward is the main variable of organizational climate and employees are satisfied with their work. But there is Low level of rewards only given by the government agency. So they concluded government agency should concentrate rewards, it enhances the employee productivity.

Amah et al., (2013) focused reward is the motivational factor of every employee in the organization. Further, he concluded employees felt that organization recognized their loyalty by the way of rewards apart from the salary.

Umoh et al., (2014) examined the relationship between employee benefits and employee commitment. In their studies, they depicted fringe benefits and rewards are the variables of employee benefits, employees working in the organizations are highly satisfied with the organizational benefits. So, employees were highly committed in this organization continuously.

Ismail & Nakkache (2014) stated that providing a clean work environment is a minimum requirement for encouraging positive attitudes and thoughts on employees. They suggested that implementing management intervention
techniques that reinforce intrinsic rewards and improve the work environment is highly effective for all types of organizations.

Obici (2015) explored a significant relationship between reward and employee commitment executes with the sample of 190 governments from Uganda in agago district. In this study, they revealed both extrinsic and intrinsic environment. Further, he identified a total rewards are satisfied the employees in their work and highly committed in the work.

Saqib et al., (2015) in their research focused the tangible and intangible rewards, and employee commitment among 203 employees of textile sector in Malaysia. Pearson Correlation analysis was used to find the relationship between these two independent variables and one dependent variable. Their study predicts tangible and intangible awards are the significant predictors of the employee commitment. The rewards boost their employee performance level and reduce the absenteeism in the organization. Frequency of rewards must sustain the employees in the same sector, they suggested employees committed in this organization it reduced the cost of recruitment, training etc., it ensures that the economic benefit to the organization.

Smit et al., (2015) found total reward and support from supervisors are strongly correlated in the South African manufacturing industry. Supervisors perceives the employee talent and encouraged with total rewards, and closely related with their sub-ordinates. Employees working in this manufacturing industry are highly concentrated in their job productivity based on their supervisors support and encouragement.
PERFORMANCE FEEDBACK

Feedback is defined as a process where individuals receive or give information about past or present, which influences behaviour in the organization. It’s a crucial part in to reshape employee behaviour and development of employee behaviour, performance (Tata 2002; Madzar 1997).

Denisi & Kluger (2000) argued performance feedback is an essential part of many organizational interventions. Managers are the evaluation of employee feedback. However, Feedback mechanism is not effective in managerial effectiveness. They focussed 360 degree appraisal system on employee performance. Based on this system, it reduces effectiveness. And further they concluded improving for effectiveness in their work.

Renn (2004) found that the setting of goals as the basis of job performance. The study posited that person taking performance feedback used the acquired knowledge towards personal development goals, feedback had a positive effect on the employees qualitative and quantitative job performance.

Peterson & Behfar (2003) found that there is a negative impact of performance feedback under the group wise. Every individual knows about the job performance based on their feedback, it induced every employee to increase their work performance. In their study they conducted group wise performance feedback; and revealed there is no relationship between group wise performance feedback.

Rasheed, Yousaf & Noor , (2011) conducted a research on performance management system for teachers of a university. The findings of the study
suggest that though recognition, feedback, performance review meeting and participation in performance planning are some of the important factors which improve the quality of the system and also its impact on teachers.

**WELFARE**

Debashish Sengupta (2007) found welfare facilities motivated, happy work environment in the corporate sector. They elucidate employees are obviously more productive, efficient and creative ultimately leading to the formation of a performing organization.

Anjali, Vijay and Souza (2008) explored employees in the new Mangalore port trust who are satisfied with welfare measures provided by the organizations. They eloquently proved welfare measures have significant influence on the working employees and extrinsic about psychological and sociological satisfaction of the employees.

Joseph, Injodey & Varghese (2009) argued about the labour welfare activities in India and steps taken by planning commission, Central and State Government, Public and private sector organization and trade unions. They discussed about various steps taken by the Government and adopted to promote the physical social and psychological well-being population. In private sector organizations they have taken initiatives to promote the workers' welfare like educational facilities, medical facilities, transport facilities recreational facilities and housing are notable.

Satyanaranayana (2010) focused labour welfare measure at sugar mill employees. His study exhibits their strong positive attitude towards the provision of employee welfare measures. Quality of work life leads to
employees’ involvement in their work. He confounded recreational, medical, educational, housing, sanitation is the welfare measures highly satisfied in the sugar mill at East Godavari District. They suggested spot supervision at sugar mills about employee welfare measure must know about their employees’ problem.

**Banerjee & Mohanty (2012)** conducted their research at manufacturing and service organization about 285 participants from 19 different organizations in welfare measures. They categorized the participants such as managers, supervisors and workers examine the statutory welfare measures and non-statutory welfare measures. In their comparative study, they revealed manufacturing industry have proper statutory labour measures and must improve in non-statutory labour welfare measures in manufacturing and service organizations.

**Garg & Jain (2013)** conducted the study in textile industry among 250 workers regarding welfare facilities at Punjab. The study revealed that awareness of welfare and satisfaction level of the workers above 15 years of the employees is highly satisfied about the welfare measures working conditions, etc., They proved that there’s a strong relationship between experience and level of satisfaction for welfare measures.

**IN VolvEMENT**

**Brown S P (1996)** conducted a meta-analysis of job involvement and revealed that people become more involved in their jobs when they perceive that their job holds the potential and satisfying salient psychological needs such as socialisation remuneration and challenge. Further, his study posited out the less
involved when they have a feeling of powerlessness and alienation about the job. Alienation is the opposite of job involvement continuum.

Shadur, Kienzle & Rodwell (1999) stated that employee involvement is one of the key factors of organizational climate. They examined 269 Information technology employees for the purpose of employee involvement in climate. Regression analysis indicated that employee involvement and commitment are strongly predicted. The main variables of employee involvement are identified as participation in decision making, teamwork and communication.

Mogaji (2002) have attempted to investigate the relationship between job involvement and organizational climate among 600 employees whereas 150 junior workers, 30 supervisors and 20 managers from each of the manufacturing industries in Logo, Nigeria. Pearson Correlation analysis revealed the structure and responsibility and reward has a positive relation to job involvement, but reward non-significant with job involvement. The warmth climate had a significant negative relationship while risk, support, standard of performance conflict and identity and all had negative but non-significant relation to job involvement. Finally, he concluded responsibility and warmth are the significant factors that can influence job involvement. One-way analysis depicted that there was a significant difference in the job involvement among three categories of workers in the industries.

Chen, Chiu (2009) had attempted to investigate that 323 employees in Taiwan and results showed that the variables of involvement such as task identity, task significance and autonomy were induced organizational citizenship behaviour.

Mohammed Riazh Khan (2010) investigated the employees job performance in public and private oil and gas sector organizations with the sample of 153
employees. The performance of employees is crucially based on their involvement of their work. Involvement of work made the employees to commit in their organization. His study identified that there is no significant relationship with age and job performance. In private sectors employees are more involved in their work compared to the public sector organizations. Male employees had a higher job performance than the female employee in the private sector organizations.

Lambert & Paoline (2012) examined about 1,062 employees work in the prison. The precise in their study, employees working in their prison are highly committed. There is a positive significant relationship with personal characteristics such as age and job involvement, working environment such as an increase in the formalization, decision making, job variety and administrative support have a positive influence of job involvement. These variables are associated with job involvement and they are highly committed

Togan & Mjate (2013) probed the relationship of involvement and employee commitment. They conducted the study at a motor car manufacturing company in East London with the sample of 100 Lower level employees. Descriptive statistics, Pearson’s correlation and Multiple Regression are the tools used for their research. They revealed that there is a significant positive correlation between job involvement and employee commitment. Finally, this study induced employee commitment is associated with employee retention.

Ayman Adam (2014) posited out autonomy and decisions are the two main variables of employee involvement in their work. Whenever, individuality brings out the employee sharing information it makes them to participate. Employee involvement in their work influenced their job satisfied. He
examined the age, gender and salary is not significant relationship the employee involvement.

**Mazayed et al., (2014)** postulated that job involvement is a significant fact of employee commitment. They said employee involved in their work gives out the more organizational productivity.

**Rogiest et.al (2015)** conducted the survey based on 134 Belgian police officers to know about the impact of employee communication and participation in employee involvement. They examined with multiple regression analysis about these two factors, and revealed that communication and participation enhanced the employee made the involvement in their work. Every employee in this sector had friendly and clear communication with the superiors as well as co-workers this made them with employee participation of their work.

**LEADERSHIP**

Leadership has been found to be important in all societies (**Bass 1990**). Some research elucidates a leadership as a list of traits that a leader must have to be successful (**conger 1992, Muller & Turner 2010**). The aptitude of leaders to resonate with subordinates at the intuitive level is well authorized as an important element of emotional and social intelligence (**Albrecht 2006, Goleman 2006**).

**Posner & Kouzes (1988)** conducted research on thousands of leaders and managers to analyse personal best leadership experience that influence positive business outcome. Leadership behaviours that “encourage the heart” have increased employee initiative and responsibility (**Kouzes & Posner 2003**).
has also associate set of skills and behaviours that can be learnt (Kouzes 
& Posner 2002).

Lo, Ramayah & Min (2009) conducted the study about leadership and 
employee commitment among 159 Malaysian manufacturing industries. Their 
study mainly focused on transformational and transactional leadership, 
relationship between employee commitments. Regression analysis was used as 
the statistical tool to find the significant relationship between these two 
variables. Their findings revealed that there is a significant relationship 
between the leadership and employee commitment. Further, they found the 
three types of transformational leaders, namely intellectual, ideal and 
motivational with affective and normative commitment. Transformational 
leaders are not strong as continuance commitment as to the affective and 
normative commitment.

Ramachandran & Krishnan (2009) examined the relationship between 
transformational leadership and employee commitment under the sample of 98 
employees from U.S, India and China. They found that there is a positive 
significant relationship between transformational leadership and affective 
commitment and normative commitment. Inspirational motivation, intellectual 
stimulation and individual consideration are the outcomes of affective and 
normative commitment. They concluded from their studies transformational 
leadership and employee commitment is not same as in different countries. 
They mainly identified transformational leadership have positively correlated 
with affective and normative commitment in India and China and not in the 
U.S., because the culture varied.

Holloway (2012) conducted an empirical study on leadership behaviour in non-
profit organizations. They revealed about task oriented and relationship
oriented leadership behaviour with the sample of 87 employees in southeast Georgia. Further, he correlates organizational climate dimensions with relationship oriented leadership and results posited are positively correlated. Additionally, there’s a positive relationship with gender and organizational climate. Leadership is elucidated as a process whereby individual bring of the activities of others towards accomplishing a common goal (Northouse 2007).

Jebeen, Cherian & Pech (2012) defined leadership as the capacity for achieving quality and efficiency of an organization through effective supervision and its workplace environment. It as the process whereby an individual has the ability and authority to establish directions, influence employees and make employees move towards a common goal (Shukurat 2012).

Joo, Yoon & Jeung (2012) constructs that their a positive relationship between transformational leadership and affective commitment. They mainly concentrated male employees with higher levels of education and found vision articulation, group goal promotion and intellectual stimulation were the positive predictors of employee commitment. Leadership behaviour enhances the employees’ to stay in the organization. Leadership at work has evolved one of the most useful approach for studying employee, supervisor relationship and how they affect employee outcomes (Rosen, et al., 2011).

Kultalahti, Edinger & Brandt (2013) conducted SCARF model about the leaders group. Employees expect their leaders to provide perpetual and constructive feedback, flexibility, clear directions and freedom to do the work.
Ponnu & Tennakoon (2009) revealed that high level of perceived ethical leadership behaviour is associated with higher levels of employees' employee commitment.

Ahmad, Masjid & Modzin (2015) examines the relationship between transformational and transactional leadership and employee commitment and identifies transactional leadership is significantly related to employee commitment. Leader behaviour is the eminent factor enhanced employee satisfied in the working environment. Employee satisfaction is the important factor for changing organizational climate in Latvia medium sized companies (Vikoriya & Elina 2015).

INTERPERSONAL RELATIONSHIP

Interpersonal Relationship is an eminent factor in any organization. Employees in an organization depend on the ability to effectively interact with their superiors, subordinates and co-workers within the organization. It has an advantageous impact on organizational and individual variables.

Cook and Wall (1980) found a positive relationship between interpersonal relationship, trust, overall job satisfaction and intrinsic motivation. Correlation analysis posited out that interpersonal trust related to employee commitment of higher quality. They feel close to their friends and value those relationships more highly.

De Drew (1999) explores the connection between interpersonal flexibility and work team conflict from a longitudinal perspective is warranted. Finally, they reviewed classic and contemporary literature regarding work teams, conflict
occurrence and interpersonal theory. Further, they conducted the study about task conflict, team performance and team member satisfaction and revealed that there is strong positive and negative relationship with task conflict to team performance and members (Drew et.al 2003).

Watson (2005) confounded supervisors support, work environment, co-worker safety norms, risk behaviour and management, safety values are the various dimensions of interpersonal relationship in the steel industry. They investigated the relationship between co-worker safety norms and risk behaviour of employees, trust in supervisors and the working environment are highly satisfied.

Kalish & Robins (2006) explored that energetic workers tend to construct broad, dense, heterogeneous social networks. Extraverts not only have a higher quantity of interpersonal relationship, but they also perceive those relationships to be of higher quality. They feel close to their friends and value those relationships more highly. Interpersonal relationships at work have an advantageous impact on both organizational and individual variables. Friendship atmosphere in the workplace can improve individual employee attitudes. Interpersonal relationship is gradually developed with a better team participation with other members.

Song S Olshfski (2008) invoked interpersonal relationship at work is significantly accepted in the Seoul city. In his study, he conducted comparative study about interpersonal relationship between Seoul city government and New Jersey government and revealed valued interpersonal relationship influence organizational outcomes by increasing institutional participation established
supportive and innovative climates increasing organizational productivity and strongly committed in the organization.

Stephen (2010) in today’s working industry, there is a need for work to be done as quickly as possible, and for this purpose, working employees need to have a good relationship between each other. Interpersonal relationship at work is gradually developed with a better team participation with other workers. On the other hand, these relationships may deteriorate when a person leaves the group and stops being in touch.

**ORGANIZATIONAL CLIMATE AND EMPLOYEES COMMITMENT**

The study was designed to reveal a plausible and measurable relationship between organizational climate and employee commitment.

Kundu (2007) differentiated organizational climate and psychological climate based on their individual perception on organizational practices and procedures. Organizations problems are viewed their own problems and highly committed to the organizations (Yucel & Bektas 2012).

Dawson et.al., (2008) distinguished the climate, climate strength and employee commitment about 56 hospitals in the United Kingdom. They conducted three types of climate out of the three climate two is the most predictable climate (Quality and Integration). They found a curvilinear effect between integration, climate strength and performance and found the direct linear relationship of performance were well-being and quality. Good organizational climate made the strength of the organization and had a positive effect on organizational performance.
Iqbal (2008) found the relationship between the dimensions of organizational climate and commitment in Pakistani knitwear. Challenge and involvement and trust and openness of the organizational climate variables strongly correlated with employee commitment. His findings revealed that organizational climatic dimensions had greater influence on employee commitment than organizational whole.

Nammi and Nehad (2009) conducted the research in Ahvaz in Iran among 170 teachers and suggested the studies of psychological climate and employee commitment. They have viewed by researcher in the following: autonomy, trust, pressure, cohesion, support, recognition, fairness and innovation and teachers teaching occupation, work-group and employee commitment. The result of Correlation analysis and multiple regression analysis dealt with organizational climate as the result of trust, innovation, support fairness and recognition are correlated with employee commitment. Finally, they concluded organizational climate is a strong relationship with organizational climate and employee commitment.

Noordin et.al.,(2010) exhibits the organizational climate and its influence on employee commitment within a telecommunication company in Malaysia among 108staffs. They collected the data’s from executives and non-executives working in the organization. Job satisfaction, Motivation, culture, leadership and teamwork are the five organizational climatic variables found low mean value compare with other variables of communication, decision making and organizational design. Most of the variables of organizational climate showed a significant positive correlation with affective and normative commitment. Organizational design, teamwork and decision making are found insignificant with continuance commitment.
Mojtahedzadeh (2011) explored the relationship between organizational climate and commitment among 150 employees working in the Sosangerd Azad Islamic University. They confound in their study there is a strong and positive relationship with organizational climate and commitment in this university.

Ardakani, Ansari & Ardakani (2012) invoked a significant relationship between organizational climate and commitment. They conducted the study with 104 employees in the gasdsaran gas company in Iran. Simple correlation and regression analysis was performed to study about the relationship of ethical and collaborative climate on employee commitment. The findings posited out both the organizational climate had a positive impact of employee commitment such as affective, normative and continuance commitment.

Zakari (2012) explored the relationship between organizational climate and commitment in nursing faculty members with the statistical help of Pearson’s correlation analysis. In his study found employee commitment is based on their obligation needs of the employees (normative commitment).

Arora et.al., (2012) used a Meta-analytic research method to explain the relationship between organizational climate and employee commitment. Data were collected from private organizations in U.S.A. Findings showed that age, gender, tenure and educational background are the moderators of favourable organizational climate, role conflict, supervisor employee relation, leadership style and decision making are the moderators of unfavourable climate. Analysis revealed that favourable climate moderators are positively related to the organizational climate and unfavourable climate negatively correlated with them. Further, they suggest focussing should be minimized at unfavourable climate.
climate and concentrated on favourable climate must enhance the employee to sustain in the same organizations.

**Hassan & Rohrbaugh (2012)** disseminates goal ambiguity, social cohesion and fairness and equity, are the organizational climatic factors were predicted to affective commitment in technical staffs at Public sectors. There is a positive and significant relationship between size and the influence of organizational climate found in corporate performance in the Nigerian oil industry **Amoh, Christine & Nwakaego (2013)**.

**Jyoti (2013)** positive relationship between organizational climate and employee commitment implies a less intention to leave the organization. His study attempted 820 samples from four universities from North Indi, University of Jammu, Gurunanak Dev Universities, Himachal Pradesh University and Punjab University. The climate of an organization is a result of the way in which workers perceive elements of the organization. Employees working in the university are very loyal to the organization made them to stay in the organization. Presence of autonomy, creativity, job enrichment, sense of achievement, timing pay is the climatic variables attracted them to remain at the university. Communication flow, structure of the organization and ill-treated employees are the perception of employees has low intention to leave (8%) the organization. Employee commitment is negatively correlated with intention to leave. Positive organizational climate encourages the employees committed to the organization (**Guzley 1992**).

**Gheisari Sheikhy & Derakhshan (2014)** conducted a research, which demonstrated organizational climate, organizational commitment, job involvement and organizational behaviour. They examined the relative
importance of four factors on employee using a sample of 296 employees from Khuzestan Gas Company Iran. Structural Equation Model results employees having a good organizational climate involved and committed in their work. Secondly, there’s a relationship between involvement, organizational behaviour and organizational climate. Finally, they proved there’s a significant relationship between climate and involvement. They suggested researcher should strengthen the employee commitment such as affective, continuance and normative commitment.

Ashfaq, Ahmad & Zin (2015) examined the relationship between compensation, organizational climate and employee commitment. They surveyed around 270 respondents from academic staff in public sector universities in Pakistan and analysed with the statistical tool of structural equation model and found there is a strong positive relationship between organizational climate and commitment. Further, the author’s revealed that employees are working on the conducive working environment. Interaction and easy approach with co-friends are the factors that motivated them to stay in the same organization.

Bahrami (2016) explored the relationship of organizational climate and employee commitment. The researcher was conducted the survey among 90 nurses in teaching hospitals. The objective of the study was to identify the nature of organizational climate has an employee commitment of employees within the teaching hospitals. Organizational climate surveys was based on established assessment instrument of domination, including community spirit, disturbance, interest, devotion, regarding for others, avoidance, influence and dynamic focus on production, whereas commitment based on Meyer scale (1990). Finally, the study revealed that there is a positive and significant correlation between organizational climate and commitment. Further, there is a
direct relationship between avoidance of organizational climate and there is a positive and significant relationship between focus on production and continuance and normative commitment.

CONCLUSION

The purpose of this chapter is to review the literature on organizational climate and employee commitment which identifies gaps in the previous research. The literature reviewed undertaken has led a number of conclusions. Climate has been researched as an independent psychological construct in educational settings, service industries but in manufacturing industry it is limited. In the climate there has been no accepted measure of variables. The literature pertaining to the climate was uncovered in auto component manufacturing industry which led to the contradictions and misinterpretations.

In the Indian perspective, climate research is very scanty. In addition, it uncovered gaps in the literature in the auto component manufacturing industry nationally and internationally and formed research question for this study. It was found that small or no empirical research was conducted that established relationships between organizational climate and employee commitment in auto component manufacturing industry. Therefore, it was appropriate to use the auto component manufacturing industry as a potential area for present research. Most of the studies in this industry are related to human resources management practices. This study attempted to fill the gap in the empirical research in auto component manufacturing industry.