Work Climate and Employee Commitment in Organization

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Abstract: This research examines the relationship between work climate and employee commitment in organization. The working climate needs to be taken as a priority by the management of the organization in order to have a high level of performance and productivity by the employees in the organization. The work climate of the organization can affect the productivity of the organization either negatively or positively in the organization. In the course of this research, the dimensions of the independent variable is discussed which are leadership and interpersonal relationship as well as the measures of the dependent variable which are affective commitment, continuance commitment and normative commitment.

Keywords: Work Climate, Employee Commitment, Leadership, Interpersonal Relationship, Affective Commitment, Continuance Commitment and Normative Commitment.

INTRODUCTION

Work climate cannot be over emphasized in an organization as it plays a pivotal role in the efficiency and commitment of employees in the organization. The work climate of an organization cannot be under mind by the managers of the organization because it has a way of affecting employee commitment to the organization. However, when the work climate is conducive, it tends to boost employee commitment to the organization. Employees give their all in an organization when the working environment is friendly and conducive. Work climate is the condition under which the employee works. The employee's working environment is referred to as the work climate. If the energy originating from management is positive, the work climate might boost employee performance and if it is negative, hence lower performance. Individuals' conduct within an organization is highly influenced by the work environment (Subramani, Akbar, Moideen, & Vinodh, 2016). The work environment has a significant impact on employee commitment. Workplace atmosphere is said to have a significant impact on employees' commitment to either poor or positive outcomes (Chandrasekar, 2001). Better outcomes and productivity are seen to be the result of a more positive work environment. Better leadership will motivate staff, resulting in increased production and loyalty to the company.

An average worker is frequently seen as the primary source of quality and productivity gains in a well-managed business. Employees, rather than capital investment, are the primary source of improvement in such firms. The degree to which an organization fulfills its objectives determines its effectiveness. Within its area of influence, a good organization will ensure that there is a spirit of cooperation, as well as a sense of dedication and fulfillment. Aside from the job description, the work environment has a considerable impact on how employees feel about their jobs. By work climate, I meant everything that affects employees' engagement with their jobs, such as their relationships with coworkers and supervisors, corporate culture, and opportunities for personal growth. The work climate is frequently described as either good or terrible. A positive work environment is one in which employees feel at ease and valued. Workers that work in these kind of environments are frequently more productive and satisfied. A negative work climate is one in which employees feel undervalued, threatened, or uneasy. Because of this, there is a high percentage of employee turnover, and most employees do not meet their full potential. Employees feel good about coming to work in a great work environment, which offers the incentive to keep them going throughout the day. A positive work environment benefits not only employees' health and well-being, but also customers, shareholders, and communities (Barnes, Bimrose & Brown, 2008). Employees who are happy are more productive. Commitment, according to Meyer & Herscovitch (2001), is a force that connects a person to a path of action. In the process of preserving human relations, a devoted employee is a significant asset to the firm since he provides his full talents and knowledge. Employee commitment is defined as the degree to which an individual's relationships and experiences contribute to a sense of loyalty toward their employer. Employee commitment encompasses an individual's willingness to put up extra effort in order to achieve the organization's goals, as well as the degree to which the organization's aims and values fit with the individual's own (Mowday, Hoy & Mowchy, 1982).

However, the point of departure is to examine how work climate aid and improve employee commitment in the organization.

STATEMENT OF THE PROBLEM

The business environment is dynamic as it changes from time to time. It is very important for management to put work climate into consideration as it pave way for employee commitment. Most managers have neglected work climate in the firm which have led to high turnover rate of workers in the firm. However, conducive work climate tend to boost motivation of employees as well as their

performance in the organization. It tends to improve the employee commitment to the organization. Most organizations have gone out of business because they are unable to maintain quality services and also keep their skilled employees due to un-conducive work climate which have negatively affected the moral and motivation of the employees in the organization. A healthy work climate tends to improve the commitment of employee in the firm. It gives them a sense of belonging by encouraging them to give their best to achieve the goals of the organization. In recent times, most organization has suffered set back in terms of high turnover rate of workers in the firm due to lack of good work climate which has also led to lack of employee commitment to the organization. Most managers who are aware of the impact of work climate as it affects the employees either in a negative or positive way have tried to solve the problem, although there are still some militating factors thwarting their effort. There are other factors such as conducive working climate free from danger, communication flow, manageable work load when combined with other factors provide a more powerful determinant of employees commitment. However, when these factors are missing, the employee comes to work only for a check and he is present at work in body only leaving their mind outside the gate. It is the quality of the employees work climate that will impact on their level of commitment and consequently on performance.

This research work seeks to examine how work climate can solve the problem of employee commitment in order to improve the quality and performance in organization.

PURPOSE OF THE STUDY

The purpose of this study is to examine the relationship between Work Climate and Employee Commitment. The specific objective are

1. Ascertain the influence of leadership on affective commitment.

2. Ascertain the influence of leadership on continuance commitment.

3. Ascertain the influence of leadership on normative commitment.

4. Ascertain the influence of interpersonal relationship on affective commitment.

5. Ascertain the influence of interpersonal relationship on continuance commitment.

6. Ascertain the influence of interpersonal relationship on normative commitment.

IMPLICATION OF THE STUDY

The implication of the study review the important of work climate in an organization as it tend to determine the organizational performance as well as the employee commitment in the organization. It will also be visualized that the outcomes of this study will assist the organization to know how to address difficulties involving employees and the work environment, as well as to consider the crucial aspect in enhancing employee commitment. As a result, it will be used as a source of information for future research in this field. Furthermore, the findings will shed further insight on employees' dedication to their work settings. The study is designed to give information and recommendations for improving employee work environments in order to increase organizational performance. The review on literature will be focus on the dimensions of work climate and measures of employee commitment.

LIMITATION OF THE STUDY

The study's drawback is the absence of relevant literature on the topic matter throughout the investigation, and the time element plays a role in the research.

CONCEPTUAL FRAMEWORK

Figure 1:
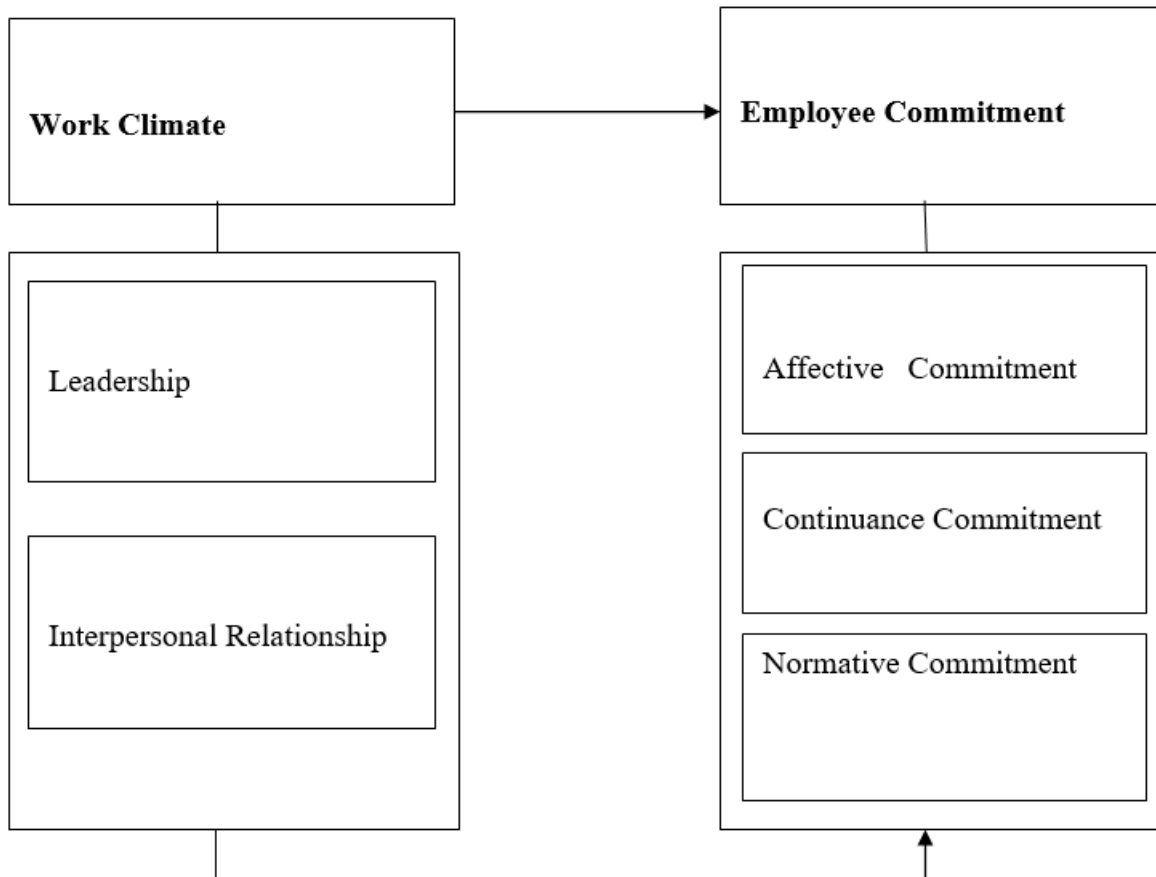
The conceptual framework above shows the relationship between work climate and employee commitment. The conceptual framework also reviews the dimensions of the independent variables as well as the measures of the dependent variables.

<div align="center">REVIEW OF RELATED LITERATURE</div>

Conceptual Review

Work climate cannot be over emphasize as it plays a pivotal role in the success of any organization as well as encouraging the employee to be commitment in discharging their duties in the organization in order to achieve the goals of the organization. Work climate cannot be discussed in isolation as it affects the well being of the employees in the organization. Organizational work climate then must be one of the things to be observed by managers because this factor directly affects and forms the working environment (Diamantidis & Chatzoglou, 2019). A positive and constructive work climate is the important thing to be able to motivate employees. A positive work climate will affect the high motivation of work responsibilities, commitments, worker engagement, job satisfaction, and work discipline and as a result increase work productivity. Managers must be able to evaluate work climate and uses their experiences to be able to change and improve management practices that will motivate employees to perform better and keep on improving.

Work Climate

Work climate is seen as a critical aspect in an organization's ability to fulfill its objectives. Tasks will be completed more efficiently if the environment within the organization is conducive (Hafee, Yingjun, Hafeez, Mansoor & Rehman, 2019). The work environment inside an organization can boost employee motivation, which can speed up task completion that is now the duty of the employee. As a result, a positive work environment will improve employee performance, resulting in increased production. Because high work satisfaction of an organization demonstrates that the environment in which individuals work is in a conducive condition, high productivity within an organization proves that the environment in which individuals work is in a conducive state (Putra, 2018). Employee well-being is influenced by the work environment. Work tasks are made up of a series of actions that must be completed in order to attain specific objectives (Warr, 2002). Employees with good talents can work efficiently in order to achieve the company's objectives. The work climate is a significant factor that should not be underestimated. According to Warr (2002) states that environmental pressures have a way of affecting the skilled performance of the workers which also have an impact on the quality and quantity of work output. It can also lead to mistake in decision making. However, it is imperative to take into cognizance of the environment in which the workers operate. According to Briner (2002) he is of the view that work climate affect the physical and psychological wellbeing of workers in the organization.

Dimensions of Work Climate

The work climate dimensions are leadership style and interpersonal relationship.

Leadership

Leadership is the process through which a person persuades others to achieve a goal and steers the organization in a more unified and coherent direction. Leadership, according to Northouse (2007), is a process in which an individual inspires a group of others to reach a common purpose. This process is carried out by leaders using their leadership knowledge and skills. This is referred to as Process Leadership (Jago, 1982). However, we are aware that we all have characteristics that influence our behavior. While leadership is learned, the skills and knowledge processed by the leader can be influenced by his or her attributes or traits such as beliefs. This is called Trait Leadership because it was once common to believe that leaders were born rather than made. While leadership is learned, the skills and knowledge processed by the leader can be influenced by his or her attributes or traits such as beliefs, values, ethics, and character. Knowledge and skills contribute directly to the process of leadership, while the other attributes give the leader certain characteristics that make him or her unique (Jago, 1982). According to Dimitriades (2007), determines the working circumstances and leadership that make up the organizational climate, whether official or informal, service or industrial. To achieve organizational goals, the leader works with a group or groups. To achieve these objectives, the leaders use one of several leadership styles. The type of collaboration and interaction that exists between the leaders and their subordinates will be determined by the leadership style (autocratic, democratic/participative, or laissez-faire). When an employee is employed by management to help achieve pre-determined organizational goals, he brings his own personal goals, aspirations, biases, and preferences to the workplace. Each employee is concerned with his or her responsibilities and commitment. It is the commitment of the organization to the employees and the function of the leader that marry employee's goals with that of the organization for harmonious co-existence.

The leadership style of the management in the organization can affect the commitment of the employee in the organization either negatively or positively. When the leaders of the organization tend to be friendly and flexible in the organization, it will influence affective commitment of the organization as well as other measures of employee commitment.

Interpersonal relationship

Interpersonal relationships have a positive impact on organizational and individual factors. Furthermore, when peers act as confidantes to discuss terrible and unpleasant work experiences, employees' unfavorable work attitudes can be alleviated (Anderson and Martin, 1995; Morrison, 2004; Odden and Sias, 1997; Sias and Jablin, 1995; Song and Olshfski, 2008). Relationships are created, fed, maintained, and grown. It is conceived at the level of acquaintance, fed at the level of associate, and nurtured at the level of friendship. In order to achieve its objective, those who must be active in interpersonal relationships must have a goal to reach at each level. Relationships are the stepping stones to your success or failure, thus they must be carefully managed. It is not by chance, but because interpersonal relationships are the social link between two or more people, it is a social job to be done. Developing interpersonal relationships is a serious business that pays off for those who put up the effort. A social tie, connection, or affiliation between two or more persons is known as an interpersonal relationship. An organization is made up of a group of people who have similar ambitions, objectives, goals, and insights and have banded together to do what individuals cannot do alone in the absence of an effective coordinating mechanism. However, in any organization that is goal-oriented, Workers' cooperative efforts, together with their level of interpersonal relationship, tend to influence the total work-group performance in any goal-oriented organization. As a result, the importance of interpersonal relationships at work cannot be overstated. Organizational results can be influenced by valued interpersonal relationships through enhancing institutional engagement, establishing supportive and inventive climates, increasing

organizational productivity, and reducing turnover intent indirectly (Berman, West, Richter & Maurice, 2002; Crabtree, 2004; Ellingwood, 2004; Song and Olshfski, 2008).

Interpersonal relationship in the organization cannot be over emphasized as it tends to build trust among managers, employees and co-workers in the organization. When there is interpersonal relationship between the manager and employee in the organization, it gives the employee a sense of belonging in the organization and also boosts their moral to give their all for the success of the organization. Interpersonal relationship has a major influence on the measures of employee commitment in an organization.

Employee Commitment

Commitment is the readiness of social actors to contribute their energy and dedication to social systems, the attachment of personality systems to social relations that are perceived as self-expressive (Kanter, 1968). Workers' commitment is crucial because it leads to a variety of positive organizational outcomes. It demonstrates how dedicated employees are to the organization's aims and how much they identify with it. Employee commitment, according to Biljana Dordevic (2004), is a critical problem since it may be used to predict employee performance, absenteeism, and other behaviors. Other types of commitment, such as "commitment to union, commitment to occupation and commitment to occupational route and strategy, have recently been the subject of more research. Managers must keep their employees' dedication and loyalty to the organization. To accomplish so, they should involve employees more in decision-making and give a sufficient level of job security, thereby increasing employee commitment and loyalty (Morhad ,1995). To boost a company's productivity, total job happiness, work motivation, and organizational efficiency. The importance of commitment cannot be overstated. All of these factors are intertwined and critical to an organization's productivity and growth. Commitment is a force that connects an individual to a course of action that is relevant to a certain target (Meyer and Herscovitch, 2001). Employee commitment, according to Bragg (2002), is based on three factors: fairness, trust, and compassion for employees. Employers who want to establish commitment should act consistently in ways that employees see as fair, trusting, and caring in order to create an environment of fairness, trust, care, and concern.

Measures of Employee Commitment

The measures of the employee commitment are affective commitment, continuance commitment and normative commitment.

Affective Commitment

According to several researches, commitment is defined as an emotive orientation of employees toward the organization. Employees with affective commitment stay with an organization because they want to, rather than because of its strictly utilitarian value, according to Buchanan (1974). The emotional tie to the commitment object is reflected in affective commitment (Allen and Meyer 1990). Employees' emotional attachment to, identification with, and involvement in the organization is referred to as affective commitment (Meyer and Allen, 1997). It entails cohesiveness or connection to social ties that absorb the individual's affective resources, as well as communion or being a part of a whole through the mingling of the self with a group (Kanter, 1968). Affective commitment is defined as a psychological attachment to the organization as well as pleasant feelings and social attachment to it (Buchanan, 1974).

This study focuses on affective commitment, with the idea that someone with a strong affective commitment to an organization may be willing to go above and beyond the call of duty to achieve organizational goals, as opposed to someone whose commitment is primarily based on a sense of obligation to the organization, a recognition of lack of alternatives, or the costs of leaving the organization. The fact that continuous commitment and normative commitment have a smaller impact on behavior than affective commitment makes affective commitment the logical choice. Affective commitment is described as individuals feeling emotionally connected to the organization and participating in the organization's aims. Employees who have a high level of emotional commitment stay with the company because they want to. Employees tend to reciprocate good views toward the business, including affective ties and sentiments of loyalty, when they believe the organization is responsible to them, such as by offering salaries greater than the industry norm. Personal qualities, job features, work experiences, and structural factors are the four kinds of antecedents that lead to affective commitment (Allen and Meyer 1990).

Continuance Commitment

Continuance commitment as that which occurs when there is a profit connected with ongoing engagement and a cost associated with departing," stated Kanter (1968). Employees are obligated to retain a connection with the organization or committed to remain with the organization due to a lack of alternative opportunities or awareness of the expenses associated with quitting the company when they first join. The cost of leaving includes appealing perks, the risk of squandering time and effort spent gaining, and the disruption of personal relationships. Allen and Meyer (1990) stated that continuance commitment arises as a result of two factors: the quantity

of investments (side – bets) individuals make in their existing organization and the perception of a lack of alternatives. This investment can be anything that the individual values, such as pension plans, company benefits, or prestige, that would be lost if they left the company, causing them to stay with their current employment (Meyer & Allen 1984). Similarly, a scarcity of job options raises the perceived costs of leaving the business, which enhances employees' long-term commitment to the firm (Allen & Meyer 1990).

Normative Commitment

This lends credence to the idea that normative attitudinal components play a role in explaining a facet of psychological attachment that is distinct from desire and perceived cost. In organizational behavior areas, normative commitment has been well established, and it is thought to be associated to turnover intentions and desired work behavior (for example, performance, attendance, citizenship) (Allen and Meyer, 1996; Meyer and Herscovitch 2001). Attempting to measure normative commitment brings unique issues because it is strongly based on values and personal conventions. Employees' emotions of obligation to the organization are referred to as normative commitment. Employees that have a high level of normative commitment remain with the company because they feel obligated to. Normative commitment is a commitment that a person believes in when arguing for their framework, Normative commitment is the commitment that a person believes that they have to the organization or their feeling of obligation to their workplace.

SUMMARY OF LITERATURE REVIEW

The work climate plays a major role in the success of the organization. The work climate depends on employee commitment. A positive work climate aid organization performance as well as success of the organization. The study seeks to establish the relationship between work climate and employee commitment in an organization. The dimensions of the independent variable and measures of the dependent variable were discussed extensively in the course of this study.

CONCLUSION

The management of an organization needs to take cognizance of work climate and how it affects employee commitment in the organization. The leadership style of the manager can affect the employee negatively or positively in the organization. Management can create a conducive work climate but if the reverse is the case, either ways affect the commitment of the employee in the organization. The interpersonal relationship between managers and employee tend to improve the commitment of works in the organization. The negative aspect of the dimensions of the independent variable in the organization set the firm for failure as the workers will not be committed to give their all for the success of the organization. It will lead to high turnover rate of workers in the organization.

RECOMMENDATION

1. Management should involve employees in the operation of the company.
2. The organization's top focus should be the employee's well-being
3. Managers and employees in the organization should have a good working relationship.
4. Employees that are inventive should be rewarded by management.

CONTRIBUTION TO KNOWLEDGE

Management need to consider the important of work climate in organization as it has a way of affecting the success of the organization as well as improving the commitment of the employees in the organization. My research work contribution to knowledge focuses on how work climate can solve the turnover rate of employee and increase competition in the organization through employee commitment.

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