

Research Article

STUDYING THE RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE AND JOB INVOLVEMENT AND INTERMEDIARY ROLE OF ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES OF MASHHAD MELLI BANK

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ABSTRACT

The aim of present study is to explain the relationship between organizational climate and job involvement variables considering the intermediary role of organizational commitment among employees of Mashhad Melli Bank. The statistical population of this study was 1,276 employees of Mashhad Gas Company and 296 employees were selected as sample based on Cochran formula. Allen and Meyer's Organizational Commitment Questionnaire (2010), Edward Zukil Patrick Job Involvement Questionnaire (1984) and Halpin and Kraft Organizational Climate Questionnaire were used to collect data. Lisrel 8.80 and spss16 software were used to analyze data and results of structural equations and Pearson correlation coefficients showed that there is significant relationship between organizational climate and organizational commitment, between organizational commitment and job involvement and between organizational climate and job involvement.

Keywords: *Organizational Climate, Organizational Commitment, Job Involvement*

INTRODUCTION

Brown and Moberge believe that organizational climate is a set of cultures, customs and practical ways that is observed by organization members: (1) it describes the organization, (2) it distinct between organizations and other organizations and institutions, (3) it is relatively stable over time, and (4) it effects on and guides people. On the other hand, organizational climate is effective on employees' willingness to do things beyond their role in the organization so both individual and organization are benefited from this practice.

On the other hand, in job involvement, people consider their job as identifier and perform their job in terms of components such as devotion, loyalty and conformity and compliance with aims and willingness to exert efforts to achieve them, or in other words, the extent to which the individual is involved in his work and spends his time with his job is called job involvement (Abbasi, 1998). Job commitment helps individuals to match their identity with organization and its aims and wish to be a member of organization (Miller, 2003). Owens calls job involvement as the degree or extent to which a person is cognitively engaged in his job, represents it as his identifier, and is interested to it and considers it as the reason for his honor and reputation (Owens, 1986).

On the other hand, the idea of commitment is a major issue in management literature. This idea is one of the fundamental values on which organization is based and employees are evaluated based on commitment criteria.

Questions such as the following are often proposed: will he have overtime? Will he come to work on weekends? Will he come sooner or later? Most managers believe that this commitment is absolutely necessary for organizational effectiveness (Mitchell quoted by Shokrkon, 1994).

Accordingly, the current study tries to study the relationship between organizational climate and job involvement; furthermore, this study discusses on intermediary role of organizational commitment variable.

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The Literature

Organizational Climate

Organizational climate was first proposed in 1951 by Kurt Lewin. He assumed that individual behavior is a function of environment. This concept was popularized during 1960s in organizational climate literature. Two important factors in promoting organizational climate literature include Forehand and Gilmer and James and Jones studies (Thomas, 2006). The nature of organizational climate is to reveal employee perception from their work environment and their interpretation of organization. A better understanding of organizational climate can effect on productivity, motivation and satisfaction of employees' improvement (Ibid, 2-10). Organizational climate is highly dependent on construction method of employee in terms of managerial hierarchy so that higher level managers in an organization cannot construct strong organizational climate but low-level employees can change organizational climate and weaken or strengthen it (Ibid, 48).

Humanities scholars have examined and defined different aspects of organizational climate:

- Tagiuri defines organizational climate as the relationship between indoor climate of organization and employees that is understood by organization members, that effects on employee behavior and presents the attitudes of people on organization, values and its norms (Tagiuri and Litwin, 1968).

- Moran and Volkwein classify organizational climate to four aspects of cognitive, interactive, structural and cultural, they summarize each of these four aspects as follows:

Perceptual Aspect: It is based on individual perception of organization concept.

Interactive Aspect: It is arisen by interaction of organization members.

Structural aspect: It is emerged based on interpretation of aims and organization structure.

Cultural Aspect: It is emerged through common norms and ideas of employees on organizational culture (Verbeke *et al.*, 1998).

Various scholars have presented different theories on organizational climate that two of them are mentioned below:

According to Tagiuri, organizational climate includes four aspects of physical environment, human internal environment, social and cultural systems (Tagiuri and Litwin, 1968). Physical environment refers to physical factors within organization. Human internal environment is social aspect of organization; this aspect includes anything that is related to people in organization. Social system refers to organizational structure and organizational management. Culture refers to values, economic systems, norms and ways of thinking that is individual characteristic in organization (Hanzayi, 2001).

Daniel Goleman highlighted the following issues in relation to organizational climate based on research findings:

Organizational flexibility, accountability, organizational standards, rewards, organizational clarity and organizational commitment (Goleman, 2000).

Job Involvement

Job involvement is the degree to which an employee replicates with his job, works actively in his job and considers his career performance as important thing in order to valorize himself (Robbins and Kubter, 1999). According to above definition, it is clear that job involvement is one of the most important factors that lead to progress in organization aims.

Underling factors for job involvement

A) Job Self-efficacy

One of the key factors that are associated with job involvement is motivational factor. Among the most important of these factors is self-efficacy. The concept of self-efficacy is rooted in Bandura's theory (1977). According to Bandura, self-efficacy includes beliefs about our abilities to perform successfully a given behavior or class of behaviors that effect supposedly on behavioral and performance choices (quoted by Rajabi *et al.*, 2004). In simple terms, job self-efficacy includes individual beliefs and assumptions on his abilities to do things right and resolve problems in a particular area. Bandura used this concept for the first time in educational psychology, especially in the case of students' academic self-efficacy; this means their opinion about how they can be successful in learning. Today, psychologists

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have generalized it to other areas such as career due to the success of this theory in the field of learning and much more research has been devoted to issue of job self-efficacy. Studies have shown that there is relationship among self- efficacy and job involvement (Taherzadeh and Alizadeh, in press), job identity and job compatibility (quoted by Rajabi *et al.*, 2004) and mental health (Mir *et al.*, 2004), in simple terms, job self-efficacy is one of the most important predictors of job satisfaction and job involvement.

Bandura (2004) believes that personal information about self- efficacy is obtained from four sources: 1. Past performance, namely to experience successfully performance of desired behaviors 2. Modeling or learning succession, namely to pattern models that do successfully work 3.

Verbal persuasion, namely to encourage and support others 4. Emotional-physiological arousal, namely behavior -related anxiety. According to what was said having efficacy beliefs- or in the absence of these beliefs, learning by psychologists- is one of the most important predictors of job involvement and job satisfaction and job success.

B) The Freedom of Employees in Decision Making and Job Security

Employees usually like a job in which they have freedom and security, because being away from job stresses provides the field for job involvement and satisfaction.

C) Mental Health

The concept of mental health is an aspect of health overall concept. Larousse Grand dictionary defines mental health as: Mental capacity for coordinated, effective and pleasant working, flexibility for difficult situations and the ability to recover balance (quoted by Mir and Ebarahimi, 2008). As mentioned, self-efficacy is one of the signs of mental health that is very important for job success.

People with mental and psychiatric problems are anxious, depressed, lost and aimless and dissociable and its continuance results in turmoil and confusion, difficulty in concentration and decreased ability to learn and disorder of function (Samii and Ebrahimi, 2008), all of which are good predictors for failure in job. Therefore, supporting mental health of employees is imperative for progress of organization aims.

D) Lack of Role Ambiguity

Organization employees play different roles as members of society (job, family, vocational, recreational, religious, etc.). Studies have shown that there is negative relationship between lack of clarity and ambiguity and job satisfaction and job involvement (Mehrabi and Talebzade, 2009; Saffar, 1993).

Role ambiguity occurs when individual role is not clear, when the aim of a particular job is not clear or what responsibilities it requires, so resolving ambiguities by employees underlies their job satisfaction and involvement.

Organizational Commitment

The commitment is one of the axial elements of any society and conceptually, there is necessity for any type of commitment; necessity for everyone to do something (Chalabi, 1996).

Chalabi (1996) treats job commitment as "a kind of positive emotional tendency to respect rights of others in the form of accepted moral rules about work" and specifies four types of job commitment:

- | | |
|----------------------------|------------------------------|
| 1) Relationship commitment | 2) Organizational commitment |
| 3) Professional commitment | 4) Job commitment |

Job commitment, in fact, is the most common and potentially the deepest job commitment. Luthanz states on the importance of organizational commitment "Quoted from Iraqi in 1998," that in recent literature, the general attitude of organizational commitment is an important factor for understanding organizational behavior and a good predictor for willingness to remain in listed job.

Commitment and loyalty are two close attitudes, such as satisfaction that effect on important behaviors such as displacement and absence. Commitment and loyalty may have several positive consequences: Committed and loyalty employees have more order in their work, stay longer in organization and work more.

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Managers must keep employees' commitment and loyalty to organization and increase their commitment and loyalty using employee participation in decision-making and providing an acceptable level of security of job satisfaction (Morhed quoted by Alvani and Me'marzadeh, 1995).

Organizational commitment has different patterns that multidimensional models of organizational commitment are mentioned below:

1 - Oreilly and Chatman Model: Oreilly and Chatman assumed their multidimensional model based on the assumption that commitment provides an attitude towards organization and has mechanisms that attitudes are formed on this basis. Thus, Kelman argues on attitude and behavior change of Oreilly and Chatman (1958) that the connection between individual and organization can have three forms of conformance, replication and internalization.

Compliance occurs when attitudes and behaviors are adopted in line with them in order to obtain certain rewards. Replication occurs when individual accepts influence in order to create or maintain a satisfied relationship (Meyer and Herskovich, 2001). Finally, internalization reflects behavior that is derived from values and aims and is consistent with values and aims of organization (Moody, 1998).

A recent survey on a larger sample identified two types of commitment instead of three types of commitment, that are called instrumental commitment (conformity) and normative commitment (replication and internalization) (Kremer, 1996).

In future studies, these two researchers and their colleagues were unable to distinguish between replication and internalization. Therefore, their future studies distinguished between replication of internalization and called it normative commitment. Conformity is called in their recent work as instrumental commitment which is distinct from replication and internalization.

For example, Oreilly and Chatman found that conformity is related positively and negatively with turnover. Given that organizational commitment is generally considered as a variable that reduces the likelihood of turnover, this case has raised questions whether we can consider conformity as a form of organizational commitment or not (Meyer and Herskovich, 2001).

2 - Allen and Meyer Model: Allen and Meyer raised their three dimensional model that is based on observing similarities and differences of organizational commitment one-dimensional concepts. The main argument was that commitment binds person to organization. Thus, the bind will reduce the likelihood of turnover (Meyer and Herskovich, 2001).

They distinguish among three types of commitments. Emotional commitment refers to emotional attachment of individual to organization. Continued commitment results in employee stay in organization due to costs of leaving organization or rewards of stay in organization. Finally, normative commitment reflects a sense of duty to maintain as a member in organization.

Clearly, there is overlap between way in which Porter conceptualized commitment and subsequent works of Oreilly and Chatman, Meyer and Allen. Porter method in commitment is similar to internalization aspect of Oreilly and Chatman and emotional commitment concept of Meyer and Allen. In fact, according to Meyer and Allen, Porter's Organizational Commitment Questionnaire can be interpreted as normative commitment (Moody, 1998).

More recent studies of Meyer and Allen support their assumptions in developing the concept. However, there are still controversies in this area whether emotional and normative commitments are distinct forms or continued commitment is one-dimensional concept or not. However, these analyses show better adjustment when these two concepts (emotional and normative commitment) are defined as separate factors.

The results of continued commitment dimensions are complex. Some studies suggest one-dimensionality of commitment and other surveys have found evidences of this commitment that one of them reflects self-

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devotion of leaving organization and the other reflects perceived lack of alternative employment opportunities (Meyer and Herskovich, 2001).

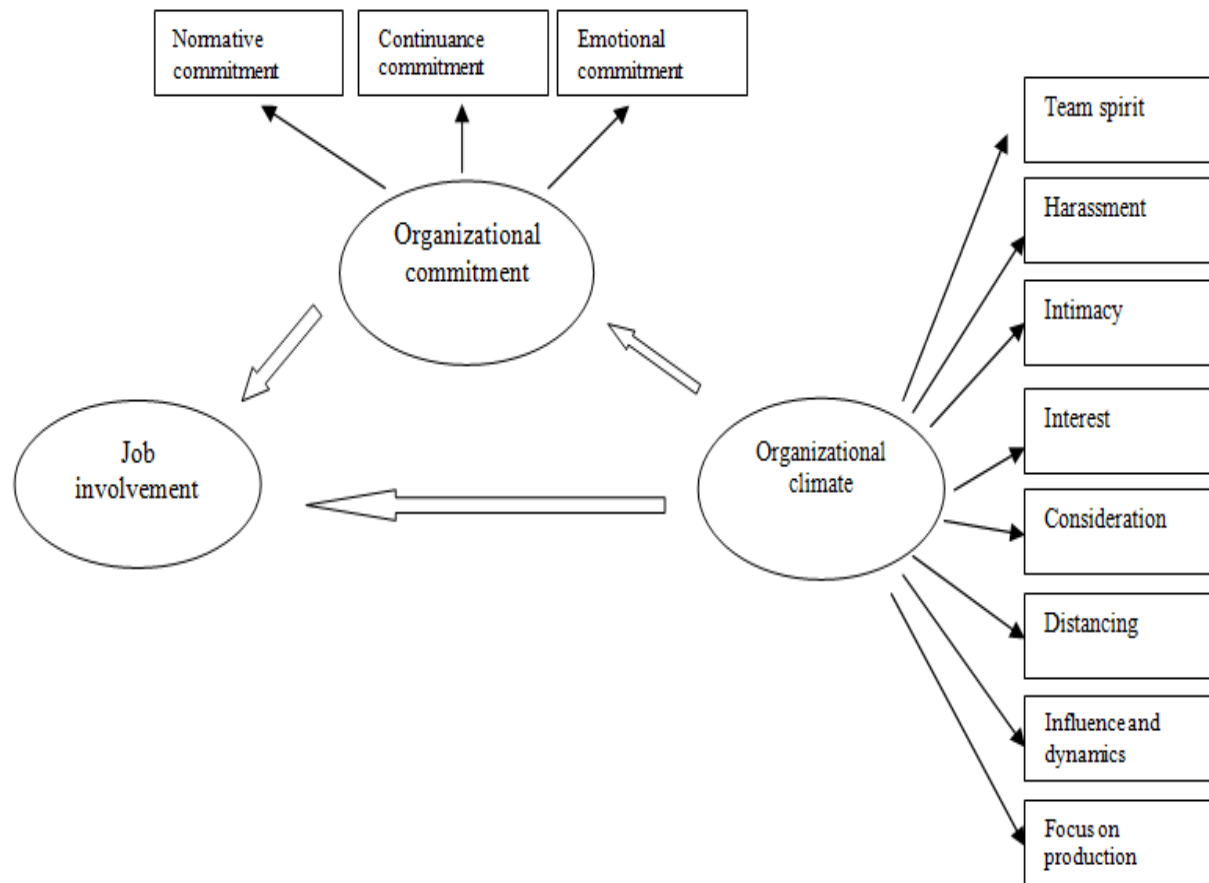


Figure 1: Conceptual model

Research Hypotheses

1. There is a significant relationship between organizational climate and organizational commitment.
2. There is a significant relationship between organizational commitment and job involvement.
3. There is a significant relationship between organizational climate and job involvement.

MATERIALS AND METHODS

This study is a descriptive- correlation research in terms of method, because this study examines the status and describes the current state, studies on features and the relationship between variables. This study is a covariance or correlation matrix analysis where structural equation modeling was used.

The statistical population consisted of 1276 employees of Mashhad Melli Bank and statistical sample was 296 employees based on Cochran formula. Allen and Meyer's Organizational Commitment Questionnaire (2010), Edward Zukil Patrick Job Involvement Questionnaire (1984) and Halpin and Kraft Organizational Climate Questionnaire were used to collect data. Scoring in these questionnaires was on Likert scale, except job involvement questionnaire in which scoring was based on a 4 grade scale, where scores of 0, 1, 2, 3 are given to options of completely disagree, disagree, agree and strongly agree in positive questions of (1, 2, 3, 4, 5, 6, 7, 8, 9, 12, 15, 20) and in negative questions (10, 11, 13, 14, 16, 17, 18, 19) scoring is done reversely, this means that scores of 3, 2, 1, 0 are given to options of completely disagree, disagree, agree and strongly agree.

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LISREL software was used for inferential analysis of data and structural equation model was used for inferential statistics.

Table 2: Characteristics of questionnaire

Questionnaire name	Organizational commitment	Job involvement	Organizational climate
Dimensions	Emotional commitment, Continued commitment, normative commitment		Team spirit, harassment, intimacy, interest, work consideration, distancing, influence and dynamics, Focus on production
Cronbach's alpha coefficient	81%	89%	85%
Ranking options	strongly disagree, slightly disagree, no comment, slightly agree, strongly agree	Strongly disagree, disagree, agree, strongly agree	Very low, low, medium, high, very high

Data Analysis

It is necessary to consider the correlation between latent variables before examining the hypotheses. Table 3 shows the correlation analysis results of relationship and there is direct and significant relationship between some latent variables ($P < 0.05$).

Table 3: Correlations between variables

Organizational climate	Job involvement	Organizational commitment	Variable
		1	Organizational commitment (C)
	1	0.75	Job involvement (N)
1	0.58	0.63	Organizational climate (OC)

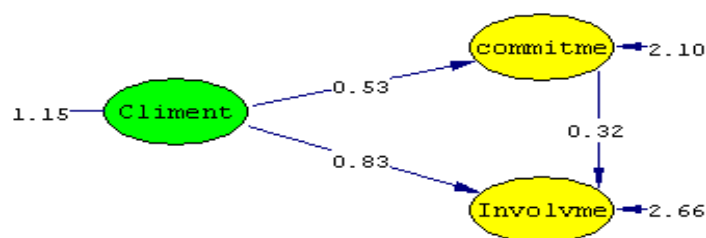


Figure 2: Structural model of commitment, involvement and organizational climate in standard mode

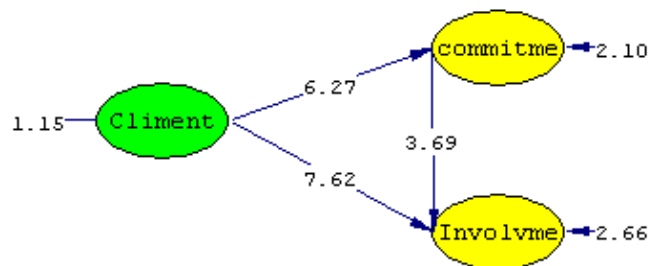


Figure 3: Structural model of commitment, involvement and organizational climate in significance mode

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Structural Model Test

In this study, confirmatory factor analysis was used to test the measurement model and path analysis was used to confirm structural model.

Table 4: The results of studying goodness of fit

AGFI	GFI	RMSEA	P-VALUE	DF	CHI--SQUARE
0.90	0.91	0.081	0.000	390	709.26

Results of structural model fit indices' goodness are given in table, represent the model fitness, because the amount less than RMSEA<0.08 indicates acceptable fit of structural model. Also, values of CFI, GFI, AGFI, NFI, NNFI are all higher than 0.9.

Table 5: Results of direct relationship and significance coefficients

t-value	β	Acronym	Path
3.69	0.32	C --- N	Job involvement--- Organizational commitment
7.62	0.83	OC --- N	Job involvement--- Organizational climate
6.27	0.53	OC --- C	Organizational commitment--- Organizational climate

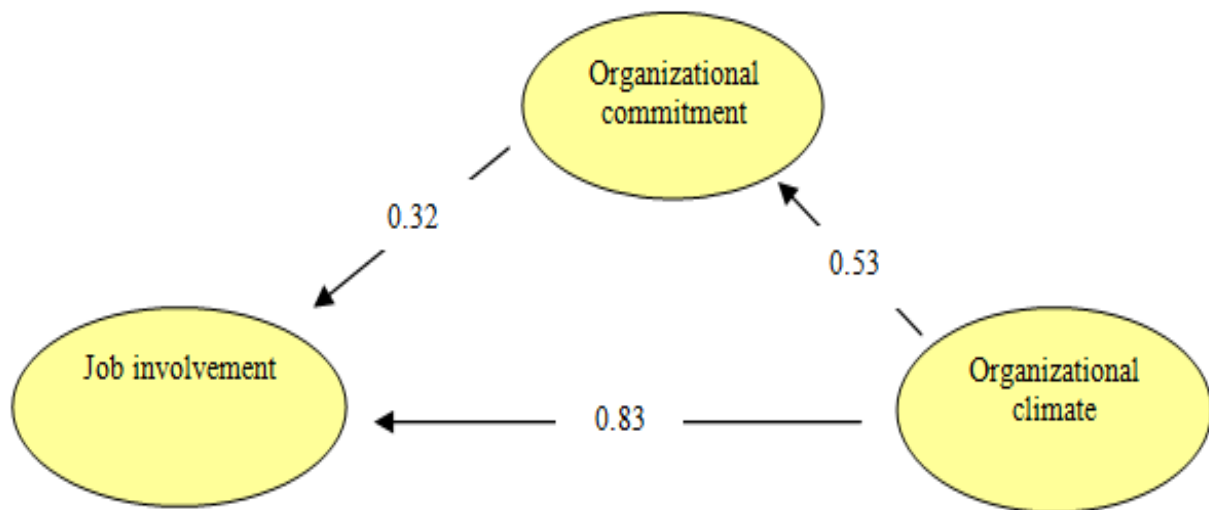


Figure 4: The model based on research findings

Results

The First Hypothesis

As shown in Table 3 and Figure 2, the correlation coefficient and standardized path coefficient between organizational climate and organizational commitment are 0.63 and 0.53 respectively. The results of this study show that the relationship between organizational climate and organizational commitment is statistically significant at 95% level.

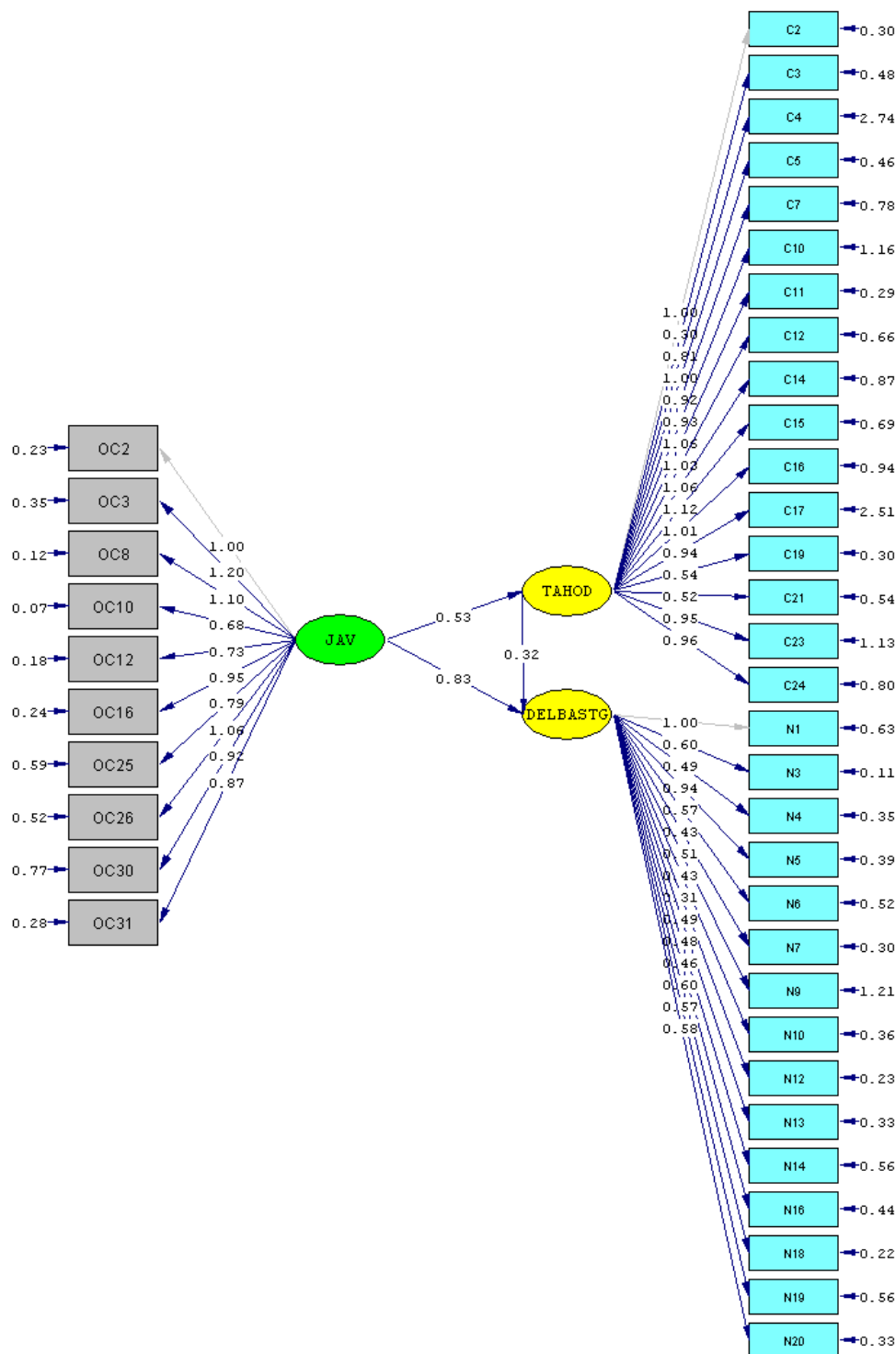
The Second Hypothesis

As shown in Table 3 and Figure 2, the correlation coefficient and standardized path coefficient between organizational commitment and job involvement are 0.75 and 0.32, respectively which is statistically significant at 95% level. This means that, in an organization where organizational commitment of employees is in good state, employee job involvement will be more and employees consider their job as their identifier. Therefore, researcher's hypothesis is confirmed based on the relationship between organizational commitment and job involvement.

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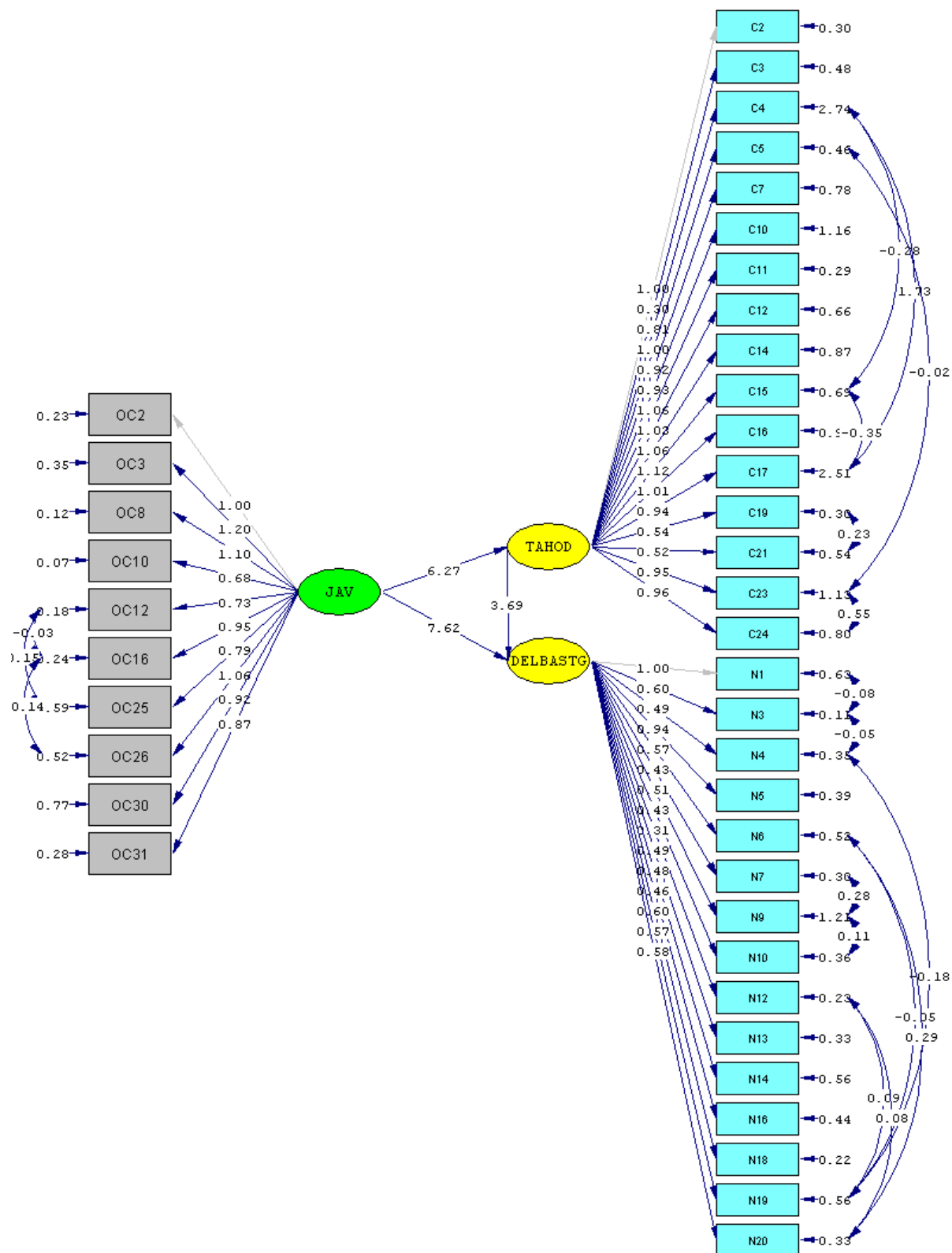
The Third Hypothesis

As shown in Table 3 and Figure 2, the correlation coefficient and standardized path coefficient between organizational climate and job involvement are 0.58 and 0.83, respectively.



Chi-Square=708.13, df=390, P-value=0.00000, RMSEA=0.781

Structural model of commitment, involvement and organizational climate in standard mode



Chi-Square=708.13, df=390, P-value=0.00000, RMSEA=0.781

Structural model of commitment, involvement and organizational climate in significance mode

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Therefore, the results of this study suggest that the relationship between organizational climate and job involvement is statistically significant at 95% level.

Suggestions

1. According to the effect of organizational climate on job commitment of employees, we must notice that team spirit of employees, intimacy, interest, consideration, influence and dynamics and focus on production are reinforced in organization and are considered to improve the aspects of harassment and distancing from management.
2. According to the second hypothesis confirmation concerning the effects of employee job commitment on employee job involvement, strengthening affective, continuous and normative commitment among employees of Mashhad Melli Bank is emphasized.
3. Bank managers are suggested to strengthen Job Involvement Questionnaire items which have positive aspects and try to amend items that have negative aspects because according to the results of this research, there is relationship between job involvement and organizational climate of bank employees.
4. According to confirmation of relationship between organizational climate and job involvement of bank managers it is recommended to strengthen factors that create job involvement such as job self-efficacy, freedom of employees in job decision-making and security, mental health, and lack of role ambiguity in organization.

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