

# Impact of Organizational Climate on Job Satisfaction and Organizational Commitment in Education Sector of Pakistan

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## Abstract

Purpose of this empirical study is to observe the impact of organizational climate on job satisfaction and organizational commitment in study of 179 teachers from different colleges and universities of Punjab, Pakistan. Descriptive statistics and regression analysis are used to explain variations in job satisfaction and organizational climate. The results suggest that the organizational climate has considerable impact on job satisfaction as well as on organizational commitment.

## Keywords

Organizational Climate (OC), Organizational Commitment (OC), Job Satisfaction (JS), Education, Punjab

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## 1. Introduction and Literature Review

Education is the basic factor in the success or failure of a person individually and of a nation as a whole. So it is very important to focus on education system and the persons who give the education, because those people are building the destiny of a nation which will have its everlasting impact on the whole world as well. In this study we are going to focus on the some important factors that may have impact on the satisfaction and commitment of those teachers who give the education. A best teacher teaches from heart, not from the books. It is very important to check the factors of their satisfaction and commitment because their satisfaction and commitment will be reflected in their students; if a teacher is satisfied and committed with his work, he will definitely satisfy his students and increase their commitment level to the study. In this way he will be able to produce good scholars, who will build the nation and the world as well.

This issue is very vital for developing countries because they are investing considerable portion of their economy on

education but the consequences of the investment in the form of good scholars, researcher, doctors, scientists etc. are not as such. So it is the need of hour to first satisfy and make the teachers committed to their work then they will produce the required results in return. To the world or a layman a teacher may be just a teacher but to their students a teacher is real life hero they will copy him and follow him in their practical lives.

In this study we are focusing on the impact of organizational climate on job satisfaction and organizational commitment. Organizational climate sometimes known as corporate climate is the process of measuring the culture of the organization, so before going to explain the organizational climate it is necessary to explain organizational culture. Organizational culture is the set of shared values, assumptions and convictions that oversees how people act in the organization. According to (Sing & Das, 1978) organizational culture is definite set of systems; Communication arrangement, control method, leadership style, organizational goal setting, assignment of power and obligation etc. which shows the method of making decisions, and outline of organizational acceptance. The culture of the organization is deep-rooted in the members of the organization and it is very challenging to

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change. Due to this reason culture can be called ‘personality’ of the organization. We can define the organizational climate as how the members of an organization practice the culture of an organization. The climate of an organization is to focus the variation repeatedly and can be formed by the top level management of an organization. If the culture of an organization is the personality of the organization then the climate is the ‘mood’ of an organization. Organizational climate is that it signifies the worker’s observation of his impartial work site, comprising the features of the organization he works for and the nature his association with other people while performing job (Gilbert A. Churchill & Jr., 1976). The affiliation of organizational climate to individual conduct frequently highlights the role of employee sensitivity of these measurements i.e. mission and purpose, feedback, teamwork, communication, resources and procedure, opportunity for growth, compensation, work life balance, fairness and security, meaningfulness and bottom line (Lyon & Ivancevich, 2000). Organizational climate is used to mention to a scope of environmental impact such as psychological environment; and collective, organizational and conditional effects on conduct (Bergsteiner, 2011). Generally climate is defined as set of definite features of a particular organization (González, 2014).

Job satisfaction or employee satisfaction can be defined in many ways, if we go in simple way it is the contentment of an individual with his or her job. In other arguments whether or not the job overall or individual aspect of the job as supervision or work conditions. According to (Lyon & Ivancevich, 2000) job satisfaction is that how an employee is satisfied or dissatisfied with three job aspects i.e. autonomy, esteem and self-actualization mean ‘how much is there now’. We can say that how can an employee response to the questions relating to these job facets. Job satisfaction is the degree to which somebody senses positively or negatively about the intrinsic and/or extrinsic features of one’s job (Bhuiyan & Menguc, 2002). In general, overall job satisfaction is a role of the supposed affiliation among what one desires from one’s job and what one observes it as contribution (Lund, 2003). Job satisfaction is the mental state or overall approach of employees in relation with their job and the job facets such as work settings, fair recompenses, communication and work atmosphere with other co-workers (Perçin, 2010). Job satisfaction from equity potential is that if individual matches his own experiences to the rewards received from the job and finds that the consequences are rational, then he will feel satisfied with his job (Hwang, 2014).

Organizational commitment is individual’s mental connection with his work and organization as well. Organizational commitment is commonly defined as employee’s concern in an association with organization (Tsai & Huang,

2008). Organizational commitment is significant as devoted employees incline to be more keen to make own sacrifices for the organization (Vitell & Singhapakdi, 2008). Organizational commitment is an active commitment that shows an employee’s sturdy wish to stay the member of a particular organization when the chance to change the job is present (Bhuiyan & Menguc, 2002). Organizational commitment is the comparative strength of an individual’s empathy with and association in a particular organization (Weihui Fu & Zhao, The Impact of Ethical Behavior and Facets of Job Satisfaction on Organizational Commitment of Chinese Employees, 2011). Organizational commitment can be defined as optimistic moods of identification with, affection to and engrossment in the work of organization, a sense of responsibility to the organization and the level to which employee’s sense attachment to the organization when they reflect the price of departure from the organization (Anari, 2012). Commitment is the approval of organizational objectives and standards, the readiness to devote struggles on behalf of the organization and the significance of commitment to keep up the association in the organization (R & Somechb, 2004). Organizational commitment is agreed as an individual’s intent or liking to stay with current organization and individual’s behaviour to an organization and is shown in the strength of one’s association and empathy with organization (Ronald F. Cichy & Kim, 2009). Organizational commitment generally states the power of individual appreciation and involvement in organization, it is a psychological contract which differs from traditional work contract between the individual and organization (Zhuang Wei-wei, 2010). Organizational commitment refers to employees’ moods and level of attachment to their organization if an employee wants to remain the part of that organization and it is the decision relating to the desire to continue or discontinue membership in the organization (Cemal Zehir & Zehir, 2012).

Workplace helpful for leadership climate quality, climate power and individual relative leadership climate situation are presented to be considerably related with job satisfaction (Wood, 2009). Results show that the human relative climate influences patient satisfaction (Giammanco, 2011). The findings show that there is an association among organizational ethical climate and aspects of job satisfaction (Wynn, 2008). Certain measurements of climate are expressively associated to active organizational commitment (Shafer, 2009). The unfavourable organizational climate is negatively correlated with organizational commitment and favourable organizational climate is positively correlated with organizational commitment (Nitin Arora & Arora, 2012). Caring organizational climate has direct and important influence on job satisfaction and caring climate has also substantial indirect effect on organizational commitment

through arbitrating part of job satisfaction (Weihui Fu, The Impact of Caring Climate Job Satisfaction and Organizational Commitment on Job Performance of Employees in a China's Insurance Company, 2014). Work climate and work values have weighty influence on job satisfaction (CARICATI L., 2014). Results show that job satisfaction is strongly related with the organizational climate and company type (TSAI, 2014). The empirical findings of climate will be able to appear as spontaneous model to enhance employees work passion as well as organizational commitment (P.Yukthamarani Permarupan & Balakrishnan, 2013). The results show that positive ethical climates are positively related with job satisfaction and organizational commitment (Charles H, 2001).

## 2. Problem Statement

A lot of recent studies have shown greater importance to the job satisfaction and organizational climate as both are very important in any organization and in education sector as well. Education is the most important determinant of social and economic growth of a country, so any problem of the educational staff is not only problem of staff rather it is the problem of the whole country or nation. So any problem relating to satisfaction and commitment of educational staff is not just a problem rather it is threat to the future of the nation as education is the future of nation. The teacher who provides education/training to the students is not satisfied and committed then ultimately he will produce dissatisfied and not committed future builder of the nation that is severe condition for any nation. This study is done to know the factors that affect job satisfaction and organizational commitment in education sector of Punjab, Pakistan. So we are going to study the impact of organizational climate on job satisfaction and organization commitment.

The main problem which we have focused in our study is the impact of organizational climate on job satisfaction and organizational commitment of public and private colleges and universities teachers in Punjab, Pakistan by examining a variable which is organizational climate as independent variable.

## 3. Importance of Study

This study is useful for the public and private education sector because it provides an imminent about employees' (staff's) job satisfaction and commitment related problems and to decrease them. This study is also helpful to the other organizations as they can increase their employees' satisfaction and commitment level that will help in large size production and less employees' turnover for the organization.

It contributes to the following areas; the factors that can affect the employees' satisfaction and commitment and offer help to know about staff's satisfaction and commitment and to increase it by taking timely measures and provide assistance to understand climate conscious employees.

## 4. Theoretical Framework

This study discovers the relationship between organizational climate as independent variable and job satisfaction and organizational commitment as dependent variables. The following figure describe it pictorially.

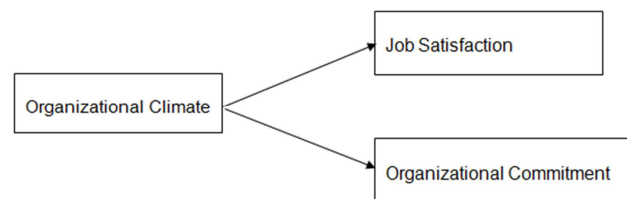


Figure 1. Conceptual Model.

## 5. Hypotheses Development

Hypotheses for our study on the basis of literature and model are as follows:

H<sub>1</sub>: A positive and significant relationship exists between organizational climate and job satisfaction.

H<sub>2</sub>: A positive and significant relationship exists between organizational climate and organizational commitment.

H<sub>3</sub>: Organizational climate has an impact on organizational commitment and job satisfaction.

## 6. Research Methodology

### 6.1. Method and Methodology

When we choose the correct model from different options for arrangement and put into operation for our research this is called methodology. There are many activities involved in the research such as make suitable models, case to study, data collecting methods, data analysis format and the choice of correct line of attack is most crucial in these activities (Silverman, 2006). In this paragraph we define about the methodology which we use in the research activities and also the method which we adopt which is related to the research problem, such as how independent variables create impact on the dependent variable. How the organizational climate and core self-evaluation have impact on the employee's morale (Zia-ur-Rehman & Bin Dost, 2013). The style is the method to read about information (Creswell, 2003).

## 6.2. Research Approach

Our research based on the quantitative approach and in this approach the deduction involves. For example the formulation of hypotheses, find out the variable with we can measure the objective then we use that measurement for further enquiry. When we collect the data, this data is useful in testing the hypotheses which we create to make true or false the impact of independent on dependent variable. After this the results of this research are matched with the new assumption to change or prove correct the supposition from which the original hypothesis was taken. The self-administered questionnaires were used to collect the data from teachers of the colleges and universities of the Lahore Punjab, Pakistan.

The causal relation between variables, which we use in that research, both dependent and independent variable, we also keep in mind the other dimension of the research design. We concentrate on the large number of the participant to gather the data for study result. Therefore the research covered the teachers of education sector of different colleges and universities of Lahore Punjab, Pakistan and investigating 179 participants. First of all we develop a sampling plan and use the method to select the sample from population. Our basic purpose for sampling plan is to process the procedure by selecting sample, after this we fix the size of sample. When we select the sample after this we distribute the questionnaires to the respondents. After this procedure was adopted to estimate the consistency of population from which we select the model data and approximates. When we conduct the research, reliability is the prime issue in this, a measure is constant or not.

Thirdly, when we obtained the data from the sample through questionnaires by measuring the identified variable in methodology, validity is fretful with the quality of effectiveness that was formed from the study. Construct legality means that the question which we include in the research questionnaire is bringing the same meaning in the mind of respondent as in the mind of researcher. The result may become unreliable if there is no stability in the measurement validity. We also focus on the concept of internal validity in this research. For qualitative research question the external validity is more important but it also has importance for the quantitative research. The external validity is used in that terms the result can be generalized. It is only possible if there is a careful assortment of sample, if no careful selection then there is any external validity.

## 6.3. Population and Sample

In this study the casual sampling technique is used to select the

sample. This technique is used when population comprises in similarity sub-sets. It helps to conclude the research findings. The data is collected from the different teachers of the different colleges and universities. For this intention the teachers were selected on gender base with deference to their position in college or university i.e. Lecturer, Assistant Professor, Associate Professor and Professor.

Seven major colleges and universities were selected. They are:

1. University of the Punjab Lahore (P.U)
2. Lahore College University for Women (LCUW)
3. University of the Engineering and Technology Lahore (UET)
4. Government College University Lahore (GCU)
5. Punjab Group of Colleges Lahore (PGC)
6. University of Lahore
7. Global Institute Lahore (GIL)

We used the close ended question for the purpose that the respondents could answer the questions quickly after reading the questions in the defined choices. For the facilitation of this procedure five point Likert scale was used. And mostly it is used when investigator needs to grade objects in order of preference.

## 7. Data Analysis

### 7.1. Reliability Statistic

When we find out the results of the data which we collected for the research, the reliability statistics give that the Cronbach's alpha is .71 which is affirmative and alpha found on the regiment the items .70. The outcomes of the data are good enough because it is more than the normal. Consequently it proves that the interior reliability and dependability of the objects gives high-quality hold up for the study text.

### 7.2. Descriptive Statistics

In our study there are 83 male teachers which is 46.4% and 96 female teachers which constitute 53.6% of participants, in which 37 Graduates, 70 Masters 56 M Phil and 15 are PhD. According to their position in the organization they are 122 Lecturers, 24 Assistant Professors, 13 Associate Professors and 20 Professors. It is notable thing that 126 teachers belonged to the class of teachers having master and M Phil. Further the combined response of teachers in master and M Phil which is 70.4 %. This remarkable truth makes stronger the significance that teachers comprehend the importance of study dilemma.

**Table 1.** Descriptive Statistics.

	N	Minimum	Maximum	Mean	Std. Deviation
Job satisfaction	178	1.17	5.00	3.6105	.62709
Organizational commitment	179	2.00	4.50	3.3399	.55989
Organizational climate	179	2.55	5.29	3.6084	.45591
Valid N (list-wise)	178				

The above table shows that standard deviation attains of independent variables and dependent variable implemented in this study. Five-point scale ranging from strongly disagree (1) to strongly agree (5) was used to ask question from

respondents. On the whole, the mean gains for the three scales which lie of total fifty five objects confirm the optimistic far above the ground mean ideals which ranged from 1.17 to 5.29.

**Table 2.** Correlations Analysis.

		Job satisfaction	Organizational commitment	Organizational climate
Job satisfaction	Pearson Correlation	1	.370**	.657**
	Sig. (2-tailed)		.000	.000
	N	178	178	178
Organizational commitment	Pearson Correlation	.370**	1	.384**
	Sig. (2-tailed)	.000		.000
	N	178	179	179
Organizational climate	Pearson Correlation	.657**	.384**	1
	Sig. (2-tailed)	.000	.000	
	N	178	179	179

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The above table shows that the co-relation among the both dependent and independent variables is statistically important as the “sig” is less than .05. Therefore we can reject the null hypothesis and accept the hypotheses statements.

### 7.3. Regression Analysis

We have implied multiple linear regressions which is simplification of simple linear regression where a number of

forecaster variables are acceptable on the right side. Job satisfaction and organizational commitment are taken as answer, result or dependent variable, while organizational climate is implied as descriptive, forecaster. The organized piece of our model lies on (job satisfaction and organizational climate).

**Table 3.** Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.657 <sup>a</sup>	.432	.429	.47385	2.015
a. Predictors: (Constant), organizational climate					
b. Dependent Variable: Job satisfaction					

The above table shows that the multiple correlation coefficients (R), by means of organizational climate, are .66 and accustomed R<sup>2</sup> is .43, meaning that 43% of the variance in job satisfaction can be predicted by organizational climate.

**Table 4.** ANOVA.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.086	1	30.086	133.994	.000 <sup>a</sup>
	Residual	39.518	176	.225		
	Total	69.605	177			
a. Predictors: (Constant), organizational climate						
b. Dependent Variable: Job satisfaction						

The above table illustrates that F=133.994 and is statistically important. This argues that the forecaster forecast job satisfaction and organizational climate considerably.

**Table 5.** Coefficients.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.355	.283		1.252	.212
	Organizational climate	.903	.078	.657	11.576	.000

a. Dependent Variable: Job satisfaction

This table tells the statistical significance of independent variables and the direction of relationship. Regression coefficient of organizational climate with job satisfaction is .903 with the significant value of i.e. sig .000 which shows positive relationship among organizational climate and job satisfaction.

We can see that for every unit increase in organizational climate, a .9 unit increase in job satisfaction is predicted, holding all other variables constant. Standard error of regression coefficient is rationally small showing that coefficients have been predicted rationally and specifically.

**Table 6.** Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	.384 <sup>a</sup>	.147	.143	.51843	1.738

a. Predictors: (Constant), organizational climate  
b. Dependent Variable: organizational commitment

The above table shows that the multiple correlation coefficient (R), by means of organizational climate, is .66 and accustomed R<sup>2</sup> is .38, meaning that 38% of the variance in organizational commitment can be predicted by organizational climate.

**Table 7.** ANOVA.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.226	1	8.226	30.608	.000 <sup>a</sup>
	Residual	47.571	177	.269		
	Total	55.798	178			

a. Predictors: (Constant), organizational climate  
b. Dependent Variable: organizational commitment

The above table illustrate that F=30.608 and is statistically important. This argues that the forecaster forecasts job satisfaction and organizational climate considerably.

**Table 8.** Coefficients.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.638	.310		5.285	.000
	Organizational climate	.472	.085	.384	5.532	.000

a. Dependent Variable: organizational commitment

This table tells the statistical significance of independent variables and the direction of relationship. Regression coefficient of organizational climate with organizational commitment is .472 with the significant value of i.e. sig .000 which shows positive relationship among organizational climate and job satisfaction.

We can see that for every unit increase in organizational climate, a .47 unit increase in organizational commitment is predicted, holding all other variables constant. Standard error of regression coefficient is rationally small showing that coefficients have been predicted rationally and specifically.

**Table 9.** One-Sample Test.

	Test Value = 3					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Job satisfaction	76.814	177	.000	3.61049	3.5177	3.7032
Organizational commitment	79.809	178	.000	3.33985	3.2573	3.4224
Organizational climate	105.891	178	.000	3.60840	3.5412	3.6756



Table 9 shows the point at which diverse autonomous aspects distressing the satisfaction and commitment of teachers teaching in above mentioned seven different colleges and universities.

The results show that T-value of organizational climate is 105.891 which is optimistically associated with job satisfaction and organizational commitment with considerable value of .000 which illustrates that measured organizational climate is a significant independent variable for the job satisfaction and organizational commitment.

## 8. Conclusion and Recommendations

Being a qualitative study it was complex to change the variable of organizational climate. Model of this study is limited to specific class with similar demographics e.g. teachers with high educational level.

There consequences of study stretched out new certainty prior to the researchers that variable like organizational climate twisted to be very important component in job satisfaction and organizational commitment. The employer can use organizational climate to make it fit for employees to up their satisfaction and commitment.

## Future Research

It is recommended that future study be supposed to take into description a broader vision of employees from different organizations rather than just focusing on teachers. There is an opportunity to reflect on other forecasters as well. The study was carried out with close ended questions from participants. Interview and open ended question method is capable of further large legality and dependability of the study. As many unknown responses and remarks can merely probably be taken out by questioning keen on the difficulty from end to end straight and not direct question.

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