

## The Effect of Organizational Climate on Organizational Commitment in 2022: Case Study - Gaza Electricity Distribution Corporation

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**Abstract:** This study aims to investigate the effect of organizational climate on organizational commitment in Gaza Electricity Distribution Corporation (GEDCO). A questionnaire was employed as the study tool, and a descriptive analytical technique was used to meet the study's objectives. (269) questionnaires were distributed, but (221) returned with a response rate of 82.16%. Also (SPSS) was used for data analysis by using various statistical methods. To analyze the structural equation model and look at the study hypotheses, analysis of a moment structures program (AMOS) tool was utilized. This study mainly contributes in enhancing the literature of the concept of organizational commitment, improving the methods of the study in the human resource area, and in finding out the effect of the research factors on organizational commitment. The results showed that there is a direct, weak, positive, effect of the organizational climate on organizational commitment (27.8%). The organizational structure (OS) dimension has the most impact on organizational commitment (74.4%), the next dimension was decision making (DM) equals (69.7%), while the dimensions (available technology (AT) was the least influential on organizational commitment (44.5%). The study recommends for providing employees with a proper awareness concerning organizational climate dimensions and how it may affect their organizational commitment.

**Keywords:** Organizational Climate; Organizational Commitment; (GEDCO).

### تأثير المناخ التنظيمي على الالتزام التنظيمي:

### دراسة حالة - شركة توزيع كهرباء محافظات غزة / 2022

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**المستخلص:** تهدف هذه الدراسة إلى معرفة تأثير المناخ التنظيمي على الالتزام التنظيمي في شركة توزيع كهرباء غزة. تم استخدام الاستبيان كأداة للدراسة، استخدمت الدراسة أسلوب التحليل الوصفي لتحقيق أهداف الدراسة. تم توزيع (269) استبانة حيث تم استرداد (221) بنسبة إجابة 82.16%. كما تم استخدام برنامج التحليل الإحصائي (SPSS) لتحليل البيانات الأساليب الإحصائية المختلفة. لتحليل نموذج المعادلة الهيكلية وتبسيط الضوء على فرضيات الدراسة، تم استخدام تحليل برنامج (AMOS). تساهم هذه الدراسة بشكل أساسي في تعزيز أدبيات مفهوم الالتزام التنظيمي، وتحسين أساليب الدراسة في مجال الموارد البشرية، ومعرفة تأثير عوامل البحث على الالتزام التنظيمي. أظهرت النتائج أن هناك تأثيراً مباشراً ضعيفاً وإيجابياً للمناخ التنظيمي على الالتزام التنظيمي بنسبة إجمالية (27.8%). كان لبعد الهيكل التنظيمي (التأثير الأكبر على الالتزام التنظيمي بنسبة (74.4%)، والبعد التالي كان اتخاذ القرار (69.7%)، بينما كان يُعد التكنولوجيا المتاحة هو الأقل تأثيراً على الالتزام التنظيمي بنسبة (44.5%). أوصت الدراسة بضرورة توعية العاملين في الشركة بنظام تقييم الأداء ومدى تأثيره على التزامهم التنظيمي.

**الكلمات المفتاحية:** المناخ التنظيمي، الالتزام التنظيمي، شركة توزيع كهرباء محافظات غزة.

## 1. Introduction

Organizational commitment is very important during a time where the organization doesn't provide appropriate incentives to push them to achieve better levels of success. It could be mentioned that low organizational commitment is a sign of low loyalty and low performance for a corporation. Therefore, successful businesses strive to improve their staff in order to maintain a high degree of dedication from them. On the other hand, organizational commitment can be seen as a key factor that affects a company's success. In other words, the more committed individuals, the more succeed organizations. Organizational commitment is a measure of how devoted employees are to achieving and supporting the organization's vision, mission, and strategic goals, or how likely they are to leave the business. No doubt that organizational commitment is one of the most important incentives for staff members to join, contribute, engage, and enjoy their membership in a company. A lack of committed employees can result in deterioration in the organization's performance and the quality of its products and services.

## 2. Statement of the Problem

Contemporary organizations all over the world strive to keep committed staff for the achievement of organizational goals (Darus et al., 2016). Chong et al., (2017) showed that because of increasing employees' turnover, organizational commitment is required for sustaining competent and qualified individuals. On the other hand, organizational commitment denotes that individual accept the organization's goals to be valid and valuable to accomplish. Accordingly, highly committed employees are keen on doing challenging work towards the organization and are ready to accept the organization's beliefs and objectives (Sentuna, 2015). Moreover, committed employees can take responsibility and enjoy a high degree of satisfaction in their daily tasks and works (Mabaso, 2016).

After conducting a meeting with the control director of (GEDCO)'s asking for the actual rate of employees' organizational commitment level. The reports in 2022 indicated that employees' organizational commitment appears to be on the low or intermediate side (45%), and has not yet risen to the average of the desired level. Consequently, by addressing the following key question: "What is the effect of organizational climate dimensions on organizational commitment in Gaza Electricity Distribution Corporation GEDCO?" the problem remains regarding how significant the effect of organizational climate dimensions (decision making, available technology, and organizational structure) on organizational commitment in GEDCO.

## 3. Research Questions

What is the effect of organizational climate on organizational commitment in Gaza Electricity Distribution Corporation (GEDCO)?

**Sub - Question:**

3.1. What is the effect of decision making on organizational commitment in Gaza Electricity Distribution Corporation (GEDCO)?

3.2. What is the effect available technology on organizational commitment in Gaza Electricity Distribution Corporation (GEDCO)?

3.3. What is the influence of organizational structure on organizational commitment in Gaza Electricity Distribution Corporation (GEDCO)?

#### **4. Research Objectives**

To examine the effect of organizational climate on organizational commitment in Gaza Electricity Distribution Corporation (GEDCO).

##### **Sub - Objectives:**

4.1. To examine the effect of decision making on organizational commitment in Gaza Electricity Distribution Corporation (GEDCO).

4.2. To investigate the influence of available technology on organizational commitment in Gaza Electricity Distribution Corporation (GEDCO).

4.3. To explore the effect of organizational structure on organizational commitment in Gaza Electricity Distribution Corporation (GEDCO).

#### **5. Study Significance**

Theoretically, this study will fill a research gap where it is the first study in Gaza Strip and Palestine in general – according to the researcher’s knowledge – that addressed organizational commitment as a main topic and how could organizational climate influence it. Therefore, the current study will contribute - according to the researcher’s point of view - in the enrichment of scientific research particularly in Palestine but generally in other countries all over the world. Practically, the current study will attempt to identify relevant approaches that could assist GEDCO in increasing employee commitment as well as creating an ideal organizational climate. Moreover, this study will produce recommendations for what should be done to improve the organizational commitment. This study will pay attention of the top management in GEDCO for the importance providing an appropriate organizational climate.

#### **6. Hypotheses Development**

**H1:** Organizational climate (decision making) significantly influences organizational commitment in GEDCO.

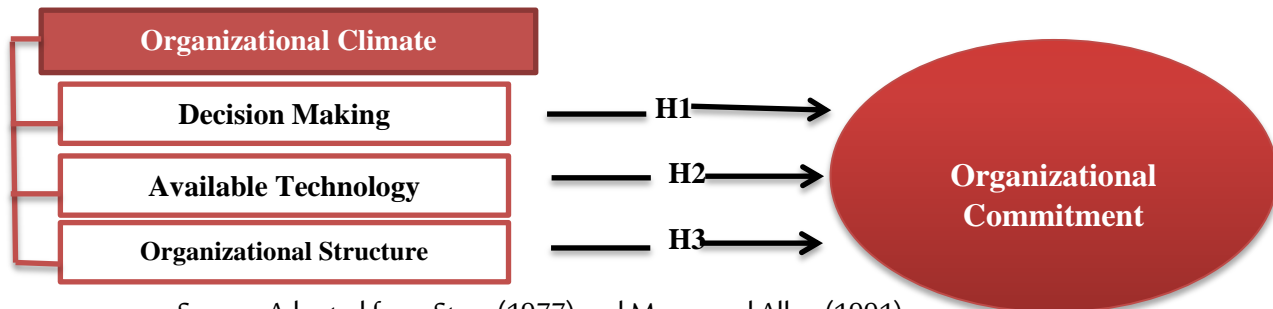
**H2:** Organizational climate (available technology) significantly influences organizational commitment in GEDCO.

**H3:** Organizational climate (organizational structure) significantly influences organizational commitment in GEDCO.

## 7. Research Conceptual Framework

This following figure highlights the constructs into a conceptual framework for framing the study's variables in depth. As a result, readers will be able to better understand the concepts of study, increasing the study's values and also facilitate the future research in this field.

Figure 2: Research Conceptual Model



Source: Adopted from Steer (1977) and Meyer and Allen (1991).

## 8. Previous Studies and Literature Review

Employee commitment can improve an organization's growth and quality, while on the other hand, a lack of commitment can lower an organization's performance and the quality of its goods and services (Rafiee et al., 2015). According to (Farzaneh et al., 2014; Permarupan et al., 2013; Marescaux et al., 2012; Dhar, 2015), organizational commitment (OC) is linked to three ideas: the identification of organizational goals, the costs of staying in the organization or even leaving it, and people's feelings of engagement with the organization. Each idea is related to a certain organizational commitment construct.

Numerous researches have noted that organizational commitment has three primary components: normative, affective, and continuance commitment (Meyer et al., 2012; Zehir et al., 2012; Ismail & Abdullah 2016, Rusu 2013, Aydogdu & Asikgil, 2011). According to (Shane & Glinow, 2015; Rusu 2013; Cestulli, 2012) affective commitment is often described as an employee's emotional relationship for involvement and attachment in and psychological identification with an organization. According to (Kaul & Singh, 2017; Shane & Glinow, 2015), normative commitment is defined as an employee's willingness to remain a member of an organization because they believe their continued membership is important to the organization. Continuance commitment is indicated as a behavioral bond generated by the lost sunk cost associated with leaving an organization (Lambert et al, 2017). In other words, continuous commitment means that employees who are committed to the company are doing it because they believe they must, not because they want to (Lambert et al, 2014). Regardless of how they perform their daily jobs, employees are valued by all firms and are crucial to their development (Olivier, 2011). Committed employees, on the other hand, can take on responsibility and enjoy their daily tasks and jobs to a great extent (Mabaso, 2016).

## 8.1 Dimensions of Organizational Commitment

According to several academics, organizational commitment has three main parts: normative, affective, and continuance commitment (e.g. Meyer et al., 2012; Zehir et al., 2012; Ismail & Abdullah 2016, Rusu, 2013, Aydogdu & Asikgil, 2011).

Figure 1: Dimensions of Organizational Commitment



Meyer and Allen (1991)

### 8.1.1 Affective Commitment (AC)

According to (Shane & Glinow, 2015; Rusu 2013; Cestulli, 2012) affective commitment is often described as an employee's emotional linkage for involvement and attachment in and psychological identification with an organization. This dimension means individuals' contentment with the organization and satisfaction for being a membership of the organization. This type of commitment expresses the employees' loyalty to the organization and desire to stay and remain in organization (Cho & Huang, 2012). As indicated by Mabaso, (2017), employees' emotional attachment to their company is referred to as affective commitment.

### 8.1.2 Normative Commitment (NC)

Affective commitment has received less attention in academic research than normative commitment (Cakmak & Unsal, 2015). Normative organizational commitment is defined as a responsibility to stay with the organization and is based on an employee's perception of their obligation to the organization (Rafiee et al., 2014). According to Betanzos & Rodriguez (2017), normative commitment is linked to employee organizational values and standards identification, relationship reciprocity, and obligation compliance or loyalty. Abdullah, (2012); Anwar & Sidin, 2016) said that employees take the organizational work as responsibility so keep staying in the organization for a prolonged period.

### **8.1.3 Continuance Commitment (CC)**

Continuance commitment is described as the individuals' feelings towards their organization when taking into consideration the cost of organization leaving (Anari, 2012), and usually when individuals feel a need to remain at organization (Suma & Lesha, 2013). The lost sunk cost of quitting an organization creates a behavioral bond known as continuance commitment (Lambert et al, 2017). In other words, continuance commitment means that employees who are committed to the company are doing it because they believe they must, not because they want to (Lambert et al, 2014). Continuous commitment is calculative and two-dimensional. Employees make sacrifices to stay with their companies in one dimension, while their job options are represented in the other (Devece et al, 2016). As indicated by Moin, (2018), the basis of continuance commitment is the exchange mechanism between employees and companies, and any item that raises a worker's cost of disassociation can be regarded as a predictor of continuance commitment.

### **8.1.4 Concepts of Organizational Climate**

It is believed that an organization's capacity to achieve its goals depends heavily on the organizational climate. If the workplace climate is conducive, tasks and responsibilities will be performed more quickly (Hafee et al., 2019). Particularly, when the work environment inside the organization can enhance employee motivation, which will speed up task completion which are the employees' responsibilities. As a result, a positive workplace climate will improve employee performance, resulting in increased productivity. Because high work satisfaction of an organization demonstrates that the climate in which individuals work is in a positive condition, high productivity within an organization proves that the environment in which individuals work is in a contributory state (Putra, 2018). Organizational climate is important and critical to success. Following a review of the literature, many researchers (e.g., Viitala et al., 2015; Saeed et al., 2019; Cygler et al., 2018; Kostic-Bobanovic & Bobanovic, 2013) suggested that organizational climate may be disregarded by a large number of organizations, which may result in very low employee engagement and effectiveness.

## **8.2 Dimensions of Organizational Climate**

The current study's selection of the organizational climate dimensions is based on Steer's (1977) hypothetical model, whereby (decision making, available technology and organizational structure). The study concentrated on these aspects to be looked into as (independent variable).

### **8.2.1 Decision Making as a Construct of Organizational Climate**

Employee involvement in decision-making, as mentioned by (Irawanto, 2015; Zubair, et al., 2015), is an intriguing method that enables workers to participate in and make decisions that have an influence on them. Bhuiyan (2010) demonstrated that participatory tactics offer the chance for increased

job engagement, which matches people's stronger readiness to take part in decisions that affect their work and to be productive members of the organization instead of merely staff members.

Elele & Fields (2010) found a correlation between employee involvement in decision-making and higher organizational commitment, lower staff turnover, and higher employee outputs. Employee engagement may also lead to stronger worker connections to firms, better excellence assessments, and increased productivity. Employees who participate in decision-making also exhibit high levels of organizational commitment, according to Giri & Kumar (2013). The opposite is also true, according to Kukenberger et al. (2015), who found that workers who have access to decision-making see it as an organizational support for their work group to perform better.

One of the key determinants of job commitment is employee involvement in decision-making (Shaed et al, 2015). Employee input into decision-making is therefore crucial for fostering beneficial organizational results and therefore to be given top priority in organizational management. According to Saha and Kumar's (2017) research, involvement in decision-making and job satisfaction exhibited a remarkable and strong link. Additionally, group learning was significantly impacted by decision-making participation, while commitment was unaffected. This could mean that not all employees are impacted equally by their involvement in decision-making.

### **8.2.2 Available Technology as a Construct of Organizational Climate**

Technology significantly improves and promotes knowledge and organizational commitment, as Atiyeh et al. (2014) have found. It establishes the foundation for optimizing the use of data, staff expertise, and employee ideas. Automation and organization of knowledge sharing are essential to ensuring that employees only receive the most useful information from all available sources. According to Gillan & Bias (2014), technology should promote self-motivation and wellbeing, which are critical components of boosting productivity. It should also stimulate job satisfaction, organizational commitment, and citizenship behaviors among employees to enable people to work. As a result, all of these enable workers to raise their levels of organizational commitment while also improving their performance and feeling satisfied with their appraisal system.

### **8.2.3 Organizational Structure as a Construct of Organizational Climate**

According to research conducted by Hewaine in 2015 among employees of the municipality of AinKechra (Skikda State), organizational commitment has a 46% level of significance that is driven by the organizational structure. As a result, it is possible to infer that an organizational structure can predict organizational commitment.

Oyinlade's 2018 research on the relationships between organizational structure and affective organizational commitment revealed that organizational commitment has a 34% degree of significance that is driven by the organizational structure. So, it might be concluded that an organizational structure can predict organizational commitment. In the manufacturing industry, organizational structure can have

an impact on how committed employees are, according to Augustine et al. (2019). Organizational commitment and behavior can be directly impacted or modified by organizational structures, as shown in several research (e.g., Holagh et al., 2014; Oyinlade et al., 2018; Tran & Tian, 2013; Tseng, 2010).

A study conducted in the civil service in Kenya showed that both job satisfaction and organizational commitment are significantly impacted by organizational structure (Woyengo et al., 2019). Moreover, organizational commitment among the surveyed Indian officers may be influenced by views of organizational structure (Lambert et al., 2016). Memili et al., (2013) reported that affective commitment can be induced by organizational structures.

### **8.3 Organizational Climate and Organizational Commitment Relationship**

The effects of organizational climate on organizational commitment have been studied by a few researchers (e.g., Serifoglu, 2018; Illeez, 2012) in Turkey, and (Bahrami et al, 2016; Permarupan et al, 2013; Noordin et al, 2010), they showed and confirmed that there is a positive connection, correlations, and relationships between organizational climate and organizational commitment in organizations. Findings by Reetu & Yadav 2019, study among IT sector has shown that organizational commitment has 59% level of significant which is driven by the organizational climate. In addition, findings by Danish et al., 2015, study among respondents from the education sector of Pakistan has found that 38% of the variance in organizational commitment can be predicted by organizational climate.

Findings by Gheisari et al., 2014, study among employees of Khuzestan Gas Company has found that 56% of the organizational commitment level can be predicted by a good organizational climate. Mojtahedzadeh et al., (2011) investigated the relationship between organizational climate and commitment among 150 employees at the Azad Islamic University in Iran. They discovered that organizational climate and commitment have a strong and positive relationship in this university.

As reported in a study conducted by Bahrami, (2016) among nurses in teaching hospitals, a positive and significant correlation between organizational climate and organizational commitment was also cleared and confirmed. On the other hand, a study conducted by Zakari, (2012) in nursing faculty members found that employees' normative commitment is based on organizational climate. As reported in research conducted by Ardakani et al., (2012) among employees of an Iranian gas company, they found a strong correlation between organizational climate and organizational commitment dimensions (affective, normative, and continuous).

According to Danish et al, (2015), organizational climate is the strongest conducive instrument of employee commitment. Improving the organizational climate could be a valuable strategy for improving organizational commitment (Bahrami et al., 2016). Fu et al., (2020) stated that organizational climate has a significant and advantageous impact on the three dimensions of organizational commitment. Berberoglu, (2018) suggested that increases in staff commitment and perceived organizational performance are directly related to organizational climate.



## 9. Methodology and Measurement

The current study selected 269 employees in Gaza Electricity Distribution Corporation GEDCO after dividing the population to six groups based on the stratified random sampling method, where each branch was considered as a stratum. Six linked branches were used to gather data for the population frame, including (head quarter branch, Gaza area branch, Northern area branch, Middle area branch, and Rafah area branch). The study used a five-point Likert scale to measure all the variables of the study and employed questionnaire by Steer (1977) to measure organizational climate OC. Meanwhile, questionnaire by Meyer and Allen (1991) was used to measure organizational commitment.

## 10. Data Analysis

In total, 269 questionnaires were given out to respondents; all were returned, while (34) weren't filled out and (14) were outliers. With just (221) usable surveys, there was (82.16%) response rate; there were (173) male respondents (78.3%) and (48) female respondents (21.7%). For the primary analysis, descriptive statistics, and (AMOS) to evaluate the measurement model and hypothesis, as well as to provide scores for the interactions between all variables, SPSS was also used in this study.

**Table 1: Correlation Matrix of Dimensions of Study Variables**

	AC	NC	CC	DM	AT	OS
(AC)	1					
(NC)	.759**	1				
(CC)	.254**	.354**	1			
(DM)	.293**	.351**	.078	1		
(AT)	.168*	.228**	.218**	.294**	1	
(OS)	.383**	.385**	.105	.498**	.394**	1

\*\*Correlation is significant at the 0.01 level

\*Correlation is significant at the 0.05 level

The above table presents that there is a significant correlation between the variables.

### 10.1 Reliability and Validity Analysis

The composite reliability of construct scores should range from 0.7 to 0.95 (Hair et al, 2020). The stability of the factorial structure of the model can be seen in the table below, where the composite reliability coefficient (CR) value for each dimension exceeded 0.70 and varied between (0.833-0.841). The comparisons based on Table 2 results revealed that the constructivist model's factors had convergent validity because the average variance extracted (AVE) for each dimension was greater than 0.50, where the AVE values ranged from (0.774 to 0.757). This is a sign that the factorial structure of the model has a high reliability since it is lesser than the composite reliability (CR).

Table (2)'s diagonal values are the square root of the average variance extracted (AVE), and it can be seen from these results that each factor's diagonal values are greater than the correlation coefficient

values in the rows and columns related to that factor, indicating that each variable is distinct from the other variables. Its discriminant validity has therefore been confirmed.

**Table 2: Reliability and Validity of Structural Regression Model**

Variable	CR	AVE	Organizational Commitment	Organizational Climate
Organizational Commitment	0.841	0.757	0.870	
Organizational Climate	0.833	0.774	0.543	0.880

Source: Prepared by researcher based on (AMOS)

**Table 3: Reliability of Organizational Climate and its Dimensions**

Dimension	Cronbach's Alpha	Corrected Item-Total Correlation
Decision Making	0.845	From 0.554 to 0.743
Available Technology	0.868	From 0.614 to 0.746
Organizational Structure	0.734	From 0.047 to 0.606
Organizational Climate	0.863	From 0.097 to 0.629

Source: Prepared by researcher based on (SPSS V 21)

Table (3) indicates that the organizational climate and its dimensions have high stability, as it ranged between (0.734 - 0.868). The discriminatory ability of the statements of the variable and its dimensions ranged between (0.097-0.746), and was explained by the values of corrected item- Total Correlation. All the values of the corrected item total correlation were above (0.2)

**Table 4: the Reliability of Organizational Commitment and its Dimensions**

Dimension	Cronbach's Alpha	Corrected Item-Total Correlation
Affective Commitment	0.896	From 0.619 to 0.783
Normative Commitment	0.850	From 0.490 to 0.773
Continuance Commitment	0.852	From 0.545 to 0.707
Organizational Commitment	0.909	From 0.269 to 0.749

Source: Prepared by researcher based on (SPSS V 21)

The alpha Cronbach's coefficient value of the organizational commitment was (0.909), affective commitment (AC) was (0.896), normative commitment (NC) was (0.850) and continuance commitment (CC) was (0.852). This showed a high degree of trustworthiness and consistency with regard to the three dimensions included in the questionnaire. All the values of the corrected item total correlation in table (3.24) were above (0.2) and ranged between 0.269 to 0.783. This indicates good relationship of statements with the construct.

### 11. Measurement Model Analysis

There are several steps involved in the model measurement process. In order to get good model fit to the measurement model, some items were deleted. This section outlines the procedures and relevant information.

#### 11.1 Confirmatory Factor Analysis for Organizational Commitment

After omitting the inappropriate statement (AC6) and using the modifications index, the findings in figure (3) and table (5) show that the constructivist model was obtained for all of the indicators of good fit. The NF I= 0.903, IFI= 0.949, CFI= 0.948, TLI= 0.936, and GFI= 0.900 are larger than (0.90). The RMSEA value of 0.068 is lower than (0.08) and the 2/df ratio of 2.022 is lower than (5). The outcomes show that the data fit the model fairly well. As indicated in table(5), the findings for the remaining statements reveal that the regression weights of the remaining statements on their factors are statistically significant at the level of (0.05).

Figure 3: The Measurement Model for Organizational Commitment

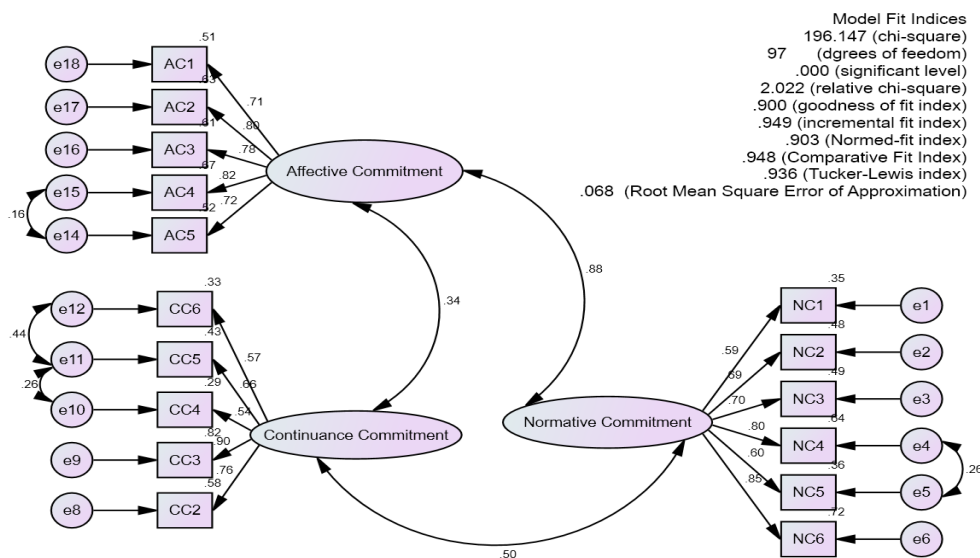


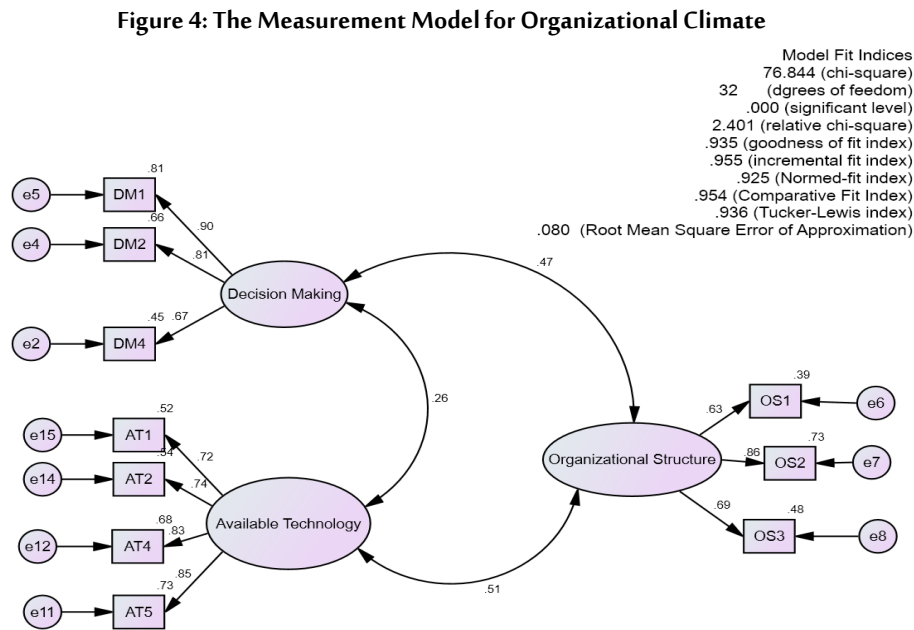
Table 5: Fit Measurement Criteria of the Modified Measurement Model for Organizational Commitment

Measure	Name	Level of Acceptance	Value
$\chi^2$	Chi-square	p-value>0.05	Chi-square = 196.147 p-value=0.000<0.05
CMINDF	relative chi-square	<b>CMINDF &lt; 5</b>	2.022
RMSEA	Root mean square error of	<b>RMSEA &lt; 0.08</b>	0.068
GFI	Goodness of fit	<b>GFI ≥ 0.90</b>	0.900
NFI	Normed-fit index	<b>NFI ≥ 0.90</b>	0.903
CFI	Comparative fit index	<b>CFI ≥ 90</b>	0.948
IFI	Incremental fit indices	<b>IFI ≥ 90</b>	0.949
TLI	Tucker Lewis index	<b>TLI ≥ 0.90</b>	0.936

Source: Prepared by researcher based on (AMOS)

### 11.2 Confirmatory Factor Analysis for Organizational Climate

The results in figure 4 and table (6) indicated that the model was achieved the constructivist for all of the indicators of good fit after deleting the inappropriate statements (DM3), (DM5), (AT3), (OS4) and (OS5). The values of NFI = 0.925, IFI = 0.955, CFI = 0.954, TLI = 0.936 and GFI = 0.935, which are greater than (0.90). The value of RMSEA = 0.08 is equaled to (0.08) and  $\chi^2/df$  ratio = 2.401 is less than (5). The results indicate an acceptable fit of the data. The results for the remaining statements of organizational climate dimensions indicate that the regression weights of the remaining statements on their factors are statistically significant at the level of (0.05) as shown in table (4).



**Table 6: Fit Measurement Criteria of the Modified Measurement Model for Organizational Climate**

Measure	Name	Level of Acceptance	Value
$\chi^2$	Chi-square	p-value > 0.05	Chi-square = 76.844 p-value = 0.000 < 0.05
CMINDF	relative chi-square	<b>CMINDF &lt; 5</b>	2.401
RMSEA	Root mean square error of	<b>RMSEA &lt; 0.08</b>	0.080
GFI	Goodness of fit	<b>GFI ≥ 0.90</b>	0.935
NFI	Normed-fit index	<b>NFI ≥ 0.90</b>	0.925
CFI	Comparative fit index	<b>CFI ≥ 90</b>	0.954
IFI	Incremental fit indices	<b>IFI ≥ 90</b>	0.955
TLI	Tucker Lewis index	<b>TLI ≥ 0.90</b>	0.936

Source: Prepared by researcher based on (AMOS)

## 11. Discussion

Table (7) demonstrate a direct, weak, positive, statistically significant effect (at the level of significance  $P \leq 0.05$ ) for the organizational climate on organizational commitment, where the value of the

standard regression coefficient is equal to 0.278, the standard error is 0.169, with critical ratio of 2.084, and P value of 0.037, which is below the value of 0.05. As such, the research hypothesis is accepted and confirming a significant relationship between organizational climate on organizational commitment.

Table (7) shows the values of the standard and non-standard regression coefficients and the critical values with the p- value of the tests (statistical significance). The regression coefficients were statistically significant, and they indicate the presence of a direct, weak, positive, statistically significant effect (at the level of significance  $P \leq 0.05$ ) for the organizational climate on organizational commitment, where the value of the standard regression coefficient is equal to (0.278). The value of the squared multiple correlations indicates that (35.0%) of the variance in the organizational commitment is explained by (organizational climate), and the rest of the variance is explained by other variables.

It is clear obvious that the dimension (organizational structure (OS) has the most impact on organizational commitment. The value of the standard regression weight was the highest and equals (0.744). The next dimension was (decision making (DM)). The value of the standard regression weight was and equals (0.697). The dimension (available technology (AT) was the least influential on organizational commitment. The value of the standard regression weight was (0.445).

**Table 7: values of regression coefficients for causal paths with standard and non-standard values of the relationship between organizational climate and organizational commitment in Gaza Electricity Distribution Corporation**

Causal Path			Regression Weights	Standardized Regression Weights	S.E.	C.R.	P	Squared Multiple Correlations
Organizational Commitment	<---	Organizational Climate	0.351	0.278	0.169	2.084	0.037**	0.350
Organizational Structure (OS)	<---	Organizational Climate	.810	.744	.102	7.933	0.000**	0.553
Available Technology (AT)	<---	Organizational Climate	.513	.445	.094	5.443	0.000**	0.198
Decision Making (DM)	<---	Organizational Climate	1.000	.697				0.486

Source: Prepared by researcher based on (AMOS)

The correlation coefficients in table (7) show that there is a positive, medium statistically significant relationship between organizational climate and normative commitment (NC). There are also weak, positive, statistically significant relationship between organizational climate and (affective commitment (AC) and continuance commitment (CC).

**Table 8: Correlation Coefficients between Organizational Climate and the Dimensions of Organizational Commitment**

	Affective Commitment (AC)	Normative Commitment (NC)	Continuance Commitment (CC)
<b>Organizational Climate</b>	<b>0.433*</b>	<b>0.517*</b>	<b>0.193**</b>

**\*\*Correlation is significant at the 0.01 level**

**\*Correlation is significant at the 0.05 level**

**Source: Prepared by researcher based on (SPSS V 21)**

To achieve the study objectives, this study examined the hypothesis which predicts the significant influence of organizational climate on organizational commitment in Gaza Electricity Distribution Corporation (GEDCO). The researcher found that the hypothesis was accepted, denoting a direct, weak, positive, statistically significant effect for the organizational climate on organizational commitment, where the value of the standard regression coefficient is equal to (0.278). This means if the organizational climate increases by one unit, the organizational commitment will increase by (0.278) unit. So the higher level of the organizational climate, the higher level of organizational commitment in Gaza Electricity Distribution Corporation (GEDCO).

The P value of organizational climate on organizational commitment is 0.037, and this value is lower than 0.05. This result confirms the significant effect of organizational climate on organizational commitment in Gaza Electricity Distribution Corporation (GEDCO).

The value of the squared multiple correlations indicates that (35.0%) of the variance in the organizational commitment is explained by (organizational climate), and the rest of the variance is explained by other variables. In general, the results proved that the main hypothesis was accepted that organizational climate significantly influences organizational commitment in GEDCO. The results indicated that the dimension (organizational structure (OS) has the most impact on organizational commitment. The value of the standard regression weight was the highest and equals (0.744).

The next dimension was decision making DM. The value of the standard regression weight was and equals (0.697). The dimension (available technology (AT) was the least influential on organizational commitment. The value of the standard regression weight was (0.445). The effect of OS on OC was confirmed previously in a study conducted by Akbar et al., (2019). In Ashraf & Khan, (2021), it was found that OS and OC are positively correlated. The effect of OS on OC was also reported in past studies (e.g Novian et al., 2019; Woyengo et al., 2019; Al Qatawneh, 2014; Ibrahim, 2014) as mentioned in chapter 2. The effect of DM on OC was also reported in previous studies (e.g Shaed et al., 2015; Razali & Amine 2016; Saha & Kumar, 2015; Noordin et al., 2010; Warsi et al., 2009). The effect of AT on OC was also indicated in literature review (e.g Atiyeh et al., 2014; Gillan & Bias, 2014; Konya & Amadi, 2020). The result also agrees with El-Kassar, (2011) who revealed that AC and CC can be predicted by organizational structure. The effect of organizational climate on organizational commitment was also confirmed in many past studies (Nadia, 2019; Muizah et al., 2021; Afgani et al., 2020; Ghewari & Pawar ,2021; Danish & Draz

, 2015; Ahluwalia & Singh, 2015; Gheisari, 2014; Shirzadi et al., 2013; Saeidipour, 2013; Dorgham, 2012; Zakari, 2012).

## 12. The Study Results

1. The study findings showed a direct significantly positive relationship between organizational climate and organizational commitment (at the level of significance  $P \leq 0.05$ ).
2. The outcomes also showed that the dimension of organizational structure (OS) had the greatest influence on organizational commitment, followed by the dimension of decision-making (DM), and that the dimension of available technology (AT) had the least impact on organizational commitment.
3. The results revealed that organizational climate and normative commitment (NC) have a positive statistically significant relationship. Moreover, there is a weak, positive, statistically significant relation between organizational climate and both continuance commitment (CC) and affective commitment (AC) (CC).

## 13. Recommendations

1. Top management and decision makers in Gaza Electricity Distribution Corporation (GEDCO) should take into consideration the issue of organizational climate because it appears have a positive and direct influence organizational commitment.
2. It is recommended for GEDCO to provide an appropriate organizational structure due to its great influence on the organizational commitment of employees. The more effective and clear organizational structure, the more committed employees.
3. To increase and improve the level of employees' organizational commitment, it is also suggested for GEDCO to have a clear grasp and sense of the concept of participatory decision-making. GEDCO is also recommended to improve the level of employees' involvement in decision making process.

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## APPENDICES

## QUESTIONNAIRE



UNIVERSITI SAINS ISLAM MALAYSIA  
 جامعة العلوم الإسلامية الماليزية  
 ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA

FACULTY OF LEADERSHIP AND MANAGEMENT  
 UNIVERSITI SAINS ISLAM MALAYSIA

Dear Respondent,

I am Wasim Swidan, a PhD researcher at the Faculty of Leadership and Management (Islamic University Science of Malaysia). I am conducting a study entitled "*The Effect of Organizational Climate on Organizational Commitment in Gaza Electricity Distribution Corporation in 2022*". I would be very thankful if you fill out this questionnaire.

Participating in this study will pose no risk to you; your response will be kept fully private and nameless. This questionnaire will only take a few minutes of your time.

Kindly return the completed questionnaire to me through two days. I really appreciate your efforts and valuable time.

Section A: Demography

Please choose (✓) the relevant answer regarding to your personal background.

**Gender**

Male

Female

**Age**

25 – 30

36 - 40

46 - 50

31 - 35

41 - 45

More than 50

**Years of Services**

Less than 5 years

5 -10 years

11 - 15 years

16 - 20 years

More than 20 years

**Educational Qualification**

General Secondary School

Intermediate Diploma

Bachelor

Postgraduate

Place of Work (Branch)

Head quarter  Gaza branch   
 North Bransh  Middle branch   
 Khanyouness branch  Rafah area branch

Section B: Dependent Variable (DV) Organizational Commitment

Please read the option carefully and choose (/) your answer according to the following Likert scale given

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

Variable	Statement	1	2	3	4	5
Affective Commitment (AC)	I would be very happy to spend the rest of my career with the company					
	I really have a strong belonging to the company					
	I consider the company's problems to be my personal problems					
	I feel like 'part of the family' at my organization					
	I have emotionally attachment to the company					
	This company has a great deal of personal meaning and value for me					
Normative Commitment (CC)	The company deserves my loyalty					
	I owe a great deal to the company					
	I would feel guilty if I left the company now					
	It would be better for me to stay in the company for most of my					
	I think it's not right to leave the company even if it's to my advantage					
	I would like to remain in my organization because of my sense of obligation to it					
Continuance Commitment (AC)	It would be very hard for me to leave my job right now even if I wanted to					
	Right now, staying with my job at the company is a matter of necessity as much as desire					
	leaving my current job at the company, would disturb too much of my life					
	I feel I have too few options to consider leaving this organization					
	It would be too costly for me to leave my job at the company in the near future					
	I continue working for the company because leaving would require considerable personal sacrifice					

## Section C: Independent Variable (IV) Organizational Climate

Variable	Statement	1	2	3	4	5
Decision Making (DM)	The company is keen to involve employees in decision-making					
	Employees are involved in developing performance standards related to their functions					
	Management philosophy allows employees to solve their own problems					
	Employees have enough freedom to make decisions about their work and take responsibility					
	The company allows employees to suggest new ideas for participating in decision-making					
Available Technology (AT)	The company relies on modern technology to accomplish the work.					
	The Available technology in the company helps employees to perform tasks professionally					
	The available technology helps individuals cope with stress during work pressure					
	The available technology in the company boosts the quality of provided services for customers					
	The company is keen to keep pace with the latest technological developments to provide distinguished services					
Organizational Structure (OS)	The organizational structure corresponds to the nature and tasks of the company's work					
	The organizational structure helps to speed up the communication within the company					
	There is clarity in the formal lines of authority between superiors and subordinates					
	There is a high degree of duplication between tasks and works in the company					
	There is a job description that explains the tasks and responsibilities of each career in the company					

End of Questionnaire