

# THE EFFECTS OF PERCEIVED ORGANIZATIONAL CLIMATE ON EMPLOYEES' ORGANIZATIONAL COMMITMENT IN TEXTILE INDUSTRY FIRMS IN TURKEY

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## ABSTRACT

*Organizational commitment, as a part of organizational behaviour, is an important issue for the sustainability of companies. Organizational behaviour literature indicates that organizational climate has an impact on employees' organizational commitment. However, this issue has not yet been researched in Turkey's textile sector. The main goal of this study was to understand the effects of employees' perceived organizational climate on employees' organizational commitment in textile industry firms in Turkey. In doing so, this study attempted to provide actionable insights to textile companies operating in Turkey for minimizing their employee turnover rates. A survey was conducted on 416 people working in the textile sector. The results showed a positive and statistically significant relationship between the perceived organizational climate and employees' organizational commitment. There was no links between organizational commitment and responsibility dimension of organizational climate. Based on these findings, recommendations for academicians and professionals are presented in detail in the conclusion chapter.*

**Keywords:** *Organizational Climate, Organizational Commitment, Textile Industry,*

## INTRODUCTION

With the first industrial revolution in the 18th century, using modern production methods in the textile industry led to huge increases in the mechanized production of textiles. This development naturally supported the development of a more comprehensive supply chain, leading to the emergence of large corporations with large capital, employing a large number of people in the textile industry. Nowadays, each and every organization that engages in any activity must create value in order to compete. The concept of value creation is described as the ability of an organization to meet the needs of its stakeholders. Value created by industries are directly related to the quality of the people employed by their particular organizations. Becoming aware of the fact that human resources is one of the most effective organizational resources there is to create value to compete in highly competitive and innovative global markets has led to more research being conducted on organizational members and membership.

Due to high labor turnover rate in the textile industry, employee commitment has been an important issue for decades. Low employee commitment creates significant long-term losses for companies, resulting in reduced organizational effectiveness. Therefore, increasing employee commitment will contribute to the industry in terms of productivity and creativity. In order to be able to preserve the values created by industries and create new values such as innovation, it is important that especially highly-educated and qualified members stay in the organizations for a relatively long time so that the organizations themselves and the national economy do not suffer any economic losses due to lower total factor productivity.

This study aimed to determine the effects of organizational climate perceived by Turkish textile employees on their organizational commitment, thereby investigating the relationship between organizational climate and organizational commitment. By examining this relationship, the present study intended to provide reference information to the textile industry firms that can be used towards finding a solution to high labor turnover and managerial issues in the textile industry, and at the same time contribute to other academic studies in this area. In today's world, the textile industry has a pivotal role in boosting national economies in general, and the Turkish economy in particular. It is therefore important to

assess the current situation of the industry from an organizational point of view and identify and resolve the areas open for improvement for the growth of the industry.

## LITERATURE REVIEW AND THEORETICAL FRAMEWORK

### Organizational Climate

Organizational climate was used for the first time in the 1930s and appeared in the literature in the 1960s. Researchers investigating organizational climate have attempted to define this concept, focusing on a number of different factors including Individual Perception, Psychological Climate, Climate Discrepancy, and Job Satisfaction. Issues related to these factors can be examined under the definition of organizational climate (Arslan, 2004, 204). Halpin and Croft (1962), Likert (1967), Litwin and Stringer (1968), Forehand (1968), Campell, Dunnette, Lawler and Weick (1970), and Taugiri (1968) have sought to define this term (Alay, 2016, 6). Climate definitions of Isaksen (2001) and Bowen et al. (1997) can also be found in the literature. Ertekin (1978), Oge (2001), Karcioğlu (2001), Arslan (2004), Gunay et al. (2017) and Yayhagil (2006) have suggested definitions for organizational climate. According to Litwin and Stringer (1968) climate concept is defined as a group of environmental characteristics, expectations and motives perceived directly or indirectly by the individuals. Ehrhart (2014) definition of organizational climate is a relatively enduring characteristic of the internal environment of an organization which is experienced by its members, affects the behaviors of its members and explained as a value of a specific set of attributes or features of the environment (Ehrhart et al., 2014, 39).

Climate is a concept that has its roots in psychology (Lippitt and White, 1939; Lewin, 1951; Likert, 1961; Barker, 1965). It is known in the literature that the first study on the concept of climate is based on Lewin et al.'s motivation theory which is called Field Theory (Akbaba and Altındag, 2016, 323; Lewin, 1935, 1951 as cited in Schneider and Barbera, 2014, 29). Despite a long history and relatively widespread theory-based organizational climate research, it has been difficult to precisely define the concept of organizational climate. From a general perspective, organizational climate studies are focused on employee perceptions, and organizational climate has been defined as “shared perceptions of formal and informal organizational policies, practices, and procedures” (Carr, Schmidt, Ford and DeShon, 2003, 605; Reichers and Schneider, 1990; as cited in Schneider and Barbera, 2014, 29). Organizational climate is a multidimensional concept, determined by many factors acting jointly or separately (Arslan and Halis, 2012, 76). A review of organizational climate literature reveals that some dimensions such as motivation, innovation, leadership, control, conflict have been addressed by many researchers, while some other dimensions have been covered by only one or a few authors. In his 1961 study based on “supportive relationship principle”, Likert used six dimensions to comparatively analyze the nature of the climate: decisions, goals, motivation, communication, leadership and control (Hollmann, 1976, 573). Gilmer and Forehand proposed, in their 1964 study, that five dimensions of an organization played an important role in determining organizational climate. These five dimensions are the size and shape, goal directions, leadership patterns, communication networks, and decision-making procedures of an organization (Ehrhart et al., 2014, 21). In 1966, Halpin conducted his organizational climate study from a behavioral aspect, classifying the organizational climate studies in two groups as principals and teachers. According to them, the behavioral characteristics of principals were aloofness, production emphasis, trust and consideration, with the behavioral characteristics of workers being disagreement, hindrance, esprit and intimacy (Halpin, 1966, 150-151).

As a result of the studies carried out under the leadership of Litwin and Stringer in 1968, the organizational climate dimensions and their explanations have become the most widely used measurement and assessment tool in this field. The focus of these studies has not been the “structure” and “process” of the organization in question but the “people working in the organization”, “perceptions of individuals” and “how such perceptions affected behavior” (Onen, 2008, 27-28). Based on a review of relevant literature, they started with eight conceptual orientations or climate-related dimensions, asking the managers to define their working environment in an open-ended manner and to divide the themes emerging from open-ended data into eight proposed dimensions. As a result, they gave up one dimension, merged two dimensions and decided on six dimensions (Ehrhart et al. 2014, 39). In 1970, Campbell and colleagues reviewed the important studies on organizational climate in the literature and concluded that there were four shared dimensions. These dimensions are individual autonomy, respect, warmth and support, and position structure and reward orientation (Ertekin, 1978, 22). Moreover, in 1996, Schneider

et al. addressed the dimensions of organizational climate under four main headings, the first three of which related to the functioning of the organization and the fourth to the goals of the organization. These headings are nature of interpersonal relationships, nature of hierarchy, nature of work, and focus of support and reward (Schneider et al., 1996, 10).

The study discussed here is based on the organizational climate dimensions defined by Litwin and Stringer. The six organizational climate dimensions of Litwin and Stringer are structure, standards, responsibilities, recognition, support and team commitment. Structure is about the feeling of well-organized employees and clearly defining their roles and responsibilities. The organizational structure is high when employees feel that all job descriptions are clearly defined. The organizational structure is low when there is confusion about who is doing which tasks and “who has the power to make decisions” (Stringer, 2002, 65). Standards is about the perceptions related to the management's focus on improving performance, the degree of setting challenging but attainable goals, and understanding which mediocrity is not tolerated. Responsibilities are about the perceptions related to the employee feeling that they are fully in possession of the powers assigned to them, their ability to do their job without any control and supervision, and their full responsibility for the results. The high sense of responsibility indicates that employees are encouraged to make decisions to solve problems on their own. The low level indicates that employees are not encouraged to decide on their own and take risks and test new approaches (Stringer, 2002, 66). Recognition are about the perceptions related to the recognition of the employee for their performance and this reward is all about their performance (Permarupan et al. 2013, 90). This is the dimension in which the emphasis against criticism and punishment is measured. Rewards and criticism are balanced in high recognition climates. In low recognition climates, good work is rewarded inconsistently (Stringer, 2002, 66). Support, describes the sense of trust and mutual support prevailing in a working group (Stringer, 2002, 65). When employees perceive the climate as supportive, their job behavior is positively affected (Gunay et. al., 2017, 89). Team Commitment is about the perceptions related to the employee taking and expressing pride in being a part of the organization, each employee's confidence that they are working towards a common goal, and their perceptions of a positive cooperation between organizational structures when necessary (Permarupan et al. 2013, 90).

## Organizational Commitment

Organizational commitment is one of the most widely researched topics in the field of organizational behavior (Hanaysha, 2016, 289). Previous studies have defined the concept of organizational commitment in many different ways. These definitions share a common view that they regard organizational commitment as a condition that connects and relates members of organizations with the organizations they work for (Tayyah and Tariq, 2001, 31; as cited in Gurkan, 2016, 8). William H. Whyte's book “Organizational Man”, published in 1956, is the first published book in the literature on this topic. In this book, Whyte describes an organizational man not only as a person working for the organization, but also as a part of it and as an individual of it. According to this book, the members of an organization are the source of creativity for that organization and the sense of belonging is a basic and ultimate human need (Randall, 1987, 460). Whyte's book created a new trend in the area of organizational behavior, resulting in extensive research on commitment, based on the assumption that high level of commitment is useful for organizations (Randall, 1987, 460). When organizational commitment is achieved, it is expected to have a wide range of positive outcomes (Hanaysha, 2016, 289). Even though there is no universally agreed-upon definition of organizational commitment among researchers and academicians working on this subject (Guler et al. 2012, 23), the general consensus is that sense of commitment ties the individual to the organization (Meyer and Allen, 1997, 13). In this regard, organizational commitment can be defined as the bond felt by an employee and the strength of this bond, rather than the employee's satisfaction with his or her job (Guler, et al. 2012, 23).

In management and organization literature, the concept of organizational commitment is defined with various dimensions and meanings (Korkmaz and Erdogan, 2014, 545). Mayer and Schoorman (1992) examined organizational commitment in two dimensions, value commitment and continuance commitment; while Jaros et al. (1993) studied organizational commitment in three dimensions, namely, affective commitment, continuation commitment and moral commitment (Korkmaz and Erdogan, 2014, 545). In 1987, Randall's organizational commitment survey examined the levels of commitment and the positive and negative aspects of these levels for the organization and its members. The research classified organizational commitment as low-level commitment, medium-level commitment and high-level

commitment in terms of the degree of commitment (Koc, 2009, 205). After evaluating the results from all the research, Meyer and Allen (1987) discussed, in their academic study, organizational commitment as a three-dimensional structure involving affective commitment, continuance commitment and normative commitment (Meyer and Allen, 1990, 3). The study discussed here is based on Allen and Meyer's organizational commitment dimensions. Meyer and Allen (1991) stated that the common and variable definitions of organizational commitment are those that argue that it is a psychological condition “(a) that characterize the relationship of the member with the organization and (b) that affects the decision of the organization to continue its membership. Therefore, regardless of definition, “committed” members of organizations are more likely to remain in the organization than “uncommitted” members (Meyer and Allen, 1997, 11). According to Meyer and Allen, the attitudinal commitment approach is a psychological condition that reflects the relationship between organization members and the organization and is characterized by the behavior of organization members in organizations (Meyer et al., 1993, 538-551). Although the literature contains different conceptualizations of attitudinal commitment, all these conceptualizations reflect one of three main themes: affective attachment, perceived cost and obligation (Meyer & Allen, 1987; as cited in Meyer and Allen, 1990, 2).

In the commitment model developed by Meyer and Allen, the three main themes mentioned above were transformed into approaches and named as affective commitment, continuance commitment and normative commitment. Members of an organization with affective commitment stay in the organization because they want, members with continuance commitment because they need to stay, and members with normative commitment because they feel they should do so (Meyer and Allen, 1990, 3). *Affective Commitment* means the employee's emotional attachment to, identification with, and involvement in the organization. Members of an organization with strong affective commitment continue to stay in the organization because they want to do so. *Continuance Commitment* means the awareness associated with leaving the organization. Members of an organization whose most important attachment with the organization is based on continuance commitment stay there because they feel they have to do so. *Normative Commitment* means feeling the need to stay in the organization. Members of an organization with a high level of commitment based on rules feel that they have to stay in the organization (Meyer and Allen, 1997, 11).

Naturally, members of an organization can experience each of these psychological commitment conditions by varying degrees (Meyer and Allen, 1990, 4). For example, a particular member of an organization may feel strong commitment and an obligation to stay in the organization, while another member may enjoy working for the organization, but may also agree that it would be very difficult to leave from an economical standpoint. Finally, a third member of the organization may feel a noteworthy desire, need and obligation to stay in his or her current organization. As a result, understanding the relationship of members with the organization more clearly by considering the power of the three dimensions of commitment together is a superior approach (Meyer and Allen, 1997, 13). The net commitment of a member to the organization reflects each of these separable psychological states (Meyer and Allen, 1990, 4). The advantage of recognizing the existence of different forms of organizational commitment is defined with findings resulting from their distinctive relationships with work-related behaviors, such as absenteeism, job performance and citizenship behaviors. The three-component conceptualization model provides guidance in accepting the multidimensional nature of commitment, thus is used to guide the understanding towards the tools for the development, outcomes and management of organizational commitment (Meyer and Allen, 1997, 13).

## Development of Hypotheses

Several studies performed in a variety of organizational settings (e.g., manufacturing, textile, telecommunication, health, and higher education industries) from all around the world (Australia, Malaysia, Pakistan, Turkey) found a positive correlation between organizational climate and organizational commitment McMurray et al. (2004), Iqbal(2008), Noordin (2010), Permarupan(2013), Hanaysha (2016),Deniz and Çoban (2016), Kose and Bal(2018), Yuceler(2009), Gurkan(2006), Illeez(2012), Yuksekbilgili(2018), Serifoglu(2018). Particularly for Turkey, a number of studies investigated the relationship between organizational climate and organizational commitment for several industries(e.g., manufacturing, hospitality, health, education, higher education industries); however, there is still a lack of in-depth analysis of the relationship between the sub-dimensions of organizational climate and organizational commitment, especially in the Turkish textile industry. The study discussed here aimed to

fill these remaining gaps and address all sub-dimensions of organizational climate while investigating the relationship between organizational climate and organizational commitment in the Turkish textile industry. The main hypothesis of the study is as follows.

*Main Hypothesis:*

H1: Perceived organizational climate has a significant and positive impact on organizational commitment.

Sub-hypotheses:

**Hypotheses on the Relationship Between Organizational Structure Subdimension and Organizational Commitment**

H1a Organizational structure subdimension has a direct and positive impact on the organizational commitment of employees.

H1b Organizational structure subdimension has a direct and positive impact on affective commitment.

H1c Organizational structure subdimension has a direct and positive impact on continuance commitment.

H1d Organizational structure subdimension has a direct and positive impact on normative commitment.

**Hypotheses on the Relationship Between Responsibility Subdimension and Organizational Commitment**

H1e Responsibility subdimension has a direct and positive impact on the organizational commitment of employees.

H1f Responsibility subdimension has a direct and positive impact on affective commitment.

H1g Responsibility subdimension has a direct and positive impact on continuance commitment.

H1h Responsibility subdimension has a direct and positive impact on normative commitment.

**Hypotheses on the Relationship Between Recognition Subdimension and Organizational Commitment**

H1i Recognition subdimension has a direct and positive impact on the organizational commitment of employees.

H1j Recognition subdimension has a direct and positive impact on affective commitment.

H1k Recognition subdimension has a direct and positive impact on continuance commitment.

H1l Recognition subdimension has a direct and positive impact on normative commitment.

**Hypotheses on the Relationship Between Support Subdimension and Organizational Commitment**

H1m Support subdimension has a direct and positive impact on the organizational commitment of employees.

H1n Support subdimension has a direct and positive impact on affective commitment.

H1o Support subdimension has a direct and positive impact on continuance commitment.

H1p Support subdimension has a direct and positive impact on normative commitment.

**Hypotheses on the Relationship Between Standards Subdimension and Organizational Commitment**

H1r Standards subdimension has a direct and positive impact on the organizational commitment of employees.

H1s Standards subdimension has a direct and positive impact on affective commitment.

H1u Standards subdimension has a direct and positive impact on continuance commitment.

H1v Standards subdimension has a direct and positive impact on normative commitment.

**Hypotheses on the Relationship Between Perceived Organizational Climate and the Subdimensions of Organizational Commitment**

H1x Perceived organizational climate has a direct and positive impact on affective commitment subdimension of organizational commitment.

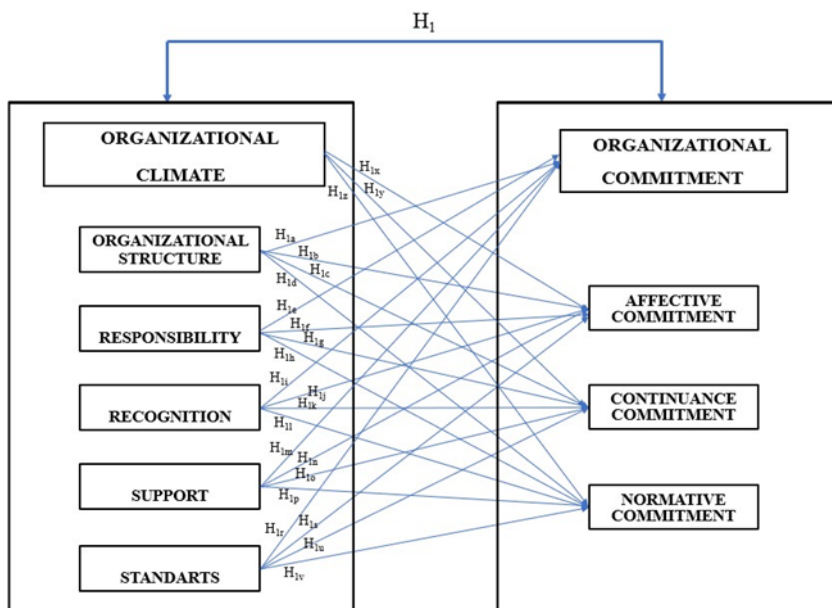
H1y Perceived organizational climate has a direct and positive impact on continuance commitment subdimension of organizational commitment.

H1z Perceived organizational climate organizational has a direct and positive impact on normative commitment subdimension of organizational commitment.

## Research Model

Surucu and Maslakci stated that organizational commitment has been studied via a multi-faceted and resource-based approach since 1970's (Surucu and Maslakci, 2018, 51). The resource-based approach emphasizes the importance of the firm's unique resources, especially in achieving organizational success. As stated in Barney's article in 1991, one of these sources is the source of human capital which is a source of competitive advantage in organizational commitment(Becker,1984 as cited in Barney 1991, 206).Human capital resources include education, experiences, relationships and understanding of members of the organization (Barney, 1991, 206). Also, in "Field Theory", Lewin describes organizational behavior as a function of the interaction of environment with person, which had an important influence on the development of climate research (Lewin, 1935, 1951 as cited in Schneider and Barbera, 2014, 29). In this study, a resource-based approach was used as a theoretical framework. The following model has been designed in order to establish the relationship between organizational climate and organizational commitment.

**Figure 01.** Research Model



## RESEARCH METHOD

### Research Goal

The main purpose of this research is to determine the effects of organizational climate perceived by Turkish textile industry employees on their organizational commitment. The study seeks answers to the question of how organizational commitments of employees can be achieved and/or improved through changes in the organizational climate. To address this purpose, the study examines organizational climate in five dimensions (organizational structure, responsibility, recognition, support, standards), determines the employees' perceptions about the organizational climate to find out their impact on their organizational commitment, and, by doing so, analyzes the relationship between organizational commitment and organizational climate within the scope of employees in organizations conducting operations in different areas and segments of the Turkish textile industry.

### Methodology

A survey method was adopted in this present study. Organizational Climate Scale developed by Litwin and Stringer in 1968 and updated by Stringer in 2002 was used in this research. The last version of the scale which was updated by Stringer in 2002 consists of 6 sub-dimensions and 24 expressions in total. The sub-dimensions are organizational structure, responsibility, recognition, support, standards, and commitment. Each sub-dimension in the scale is measured with 4 expressions (Stringer, 2002, 64). For this study, the commitment dimension was removed as we planned to measure its impact on

organizational commitment using a separate scale. This research also used the Organizational Commitment Scale developed by Allen and Meyer (1990, 1-18), updated by Allen, Meyer and Smith (1993, 538-551) and translated by Wasti (2000, 401-410), which uses 18 items to measure three dimensions( Affective Commitment, Continuance Commitment and Normative Commitment). The survey form developed for data collection was designed as a 5-point Likert scale. The choices for evaluating the answers in the survey were as follows: (1) Strongly disagree, (2) Disagree, (3) Neither agree nor disagree, (4) Agree, (5) Strongly agree. Opting for the survey method allowed us to be able to reach textile industry employees all around Turkey and to effectively gather data. The data obtained from the study were analyzed using the SPSS 22.0 program. First, the reliability and normality of the scale and its dimensions were tested in the study. Correlation and regression methods were used to determine the relationship between organizational climate and organizational commitment.

## Sample and Data Collection

The universe of the survey comprised of the employees of medium and large-scale companies based in different Turkish cities. Regardless of their areas, a questionnaire was conducted on 423 employees working actively in different regions of Turkey in the Turkish textile industry between February 2019 and March 2019. A pilot study was conducted before the survey forms were distributed to all organizations. Online survey forms were delivered after talking in advance with the executives of 10 companies, with 59 participants. One of them was considered invalid because the survey form was incomplete, and validity and reliability analyzes were performed over the remaining 58 survey forms. The results of this analysis found the reliability of organizational climate scale to be 83% and the reliability of organizational commitment scale 81.5%. The questionnaire was then delivered to a larger sample population, making sure they were completed within a month period. Interviews were made with the relevant departments of 38 companies and they were requested to complete the survey online, with 423 feedbacks from 36 volunteering companies. Two of the companies to whom we sent the survey did not complete the survey due to their Human Resources Policies. A total of 423 surveys were completed. 7 of them were incomplete, so they were considered invalid and excluded from the analysis. The number of surveys analyzed was 416.

## FINDINGS

### Reliability and Normality Tests of Scales Used in the Survey

This section of the study demonstrates the normality and reliability test results of organizational commitment and organizational climate scales and dimensions.

Table 1 shows the reliability of the organizational climate and organizational commitment scales and dimensions used in the study. A review of the reliability test results shows that the organizational climate and organizational commitment scales and dimensions used in this study are “reliable” ( $> .70$ ).

**Table 01.** Reliability of the Scales and Dimensions Used in the Study

Scales and Dimensions	Item Number	Cronbach's Alpha
Organizational Commitment	18	.840
<i>Affective Commitment</i>	6	.847
<i>Continuance Commitment</i>	6	.820
<i>Normative Commitment</i>	6	.776
Organizational Climate	20	.813
<i>Recognition</i>	4	.797
<i>Support</i>	4	.704
<i>Organizational Structure</i>	4	.705
<i>Responsibility</i>	4	.725
<i>Standards</i>	4	.789

Table 2 shows the descriptive statistics of the scales and dimensions of the organizational climate and organizational commitment scales of survey participants. “Affective Commitment” has the highest average of organizational commitment dimensions. Moreover, “Standards” has the highest average of organizational climate dimensions.

The scale is normally distributed and parametric tests should be used according to George and Mallery (2010) if skewness and kurtosis values are between +2.0 and -2.0, and according to Tabachnick and Fidell (2013) if skewness and kurtosis values are between +1.5 and -1.5 (Eygü, 2018, 844). Since the skewness and kurtosis values of the organizational climate and organizational commitment scales used in the study were between +1.5 and -1.5, one-way Anova variance and two independent group T-tests were used in the study.

**Table 02.** Descriptive Statistics of the Scales and Dimensions Used in the Study

Scales	N	Average	St. Deviation	Skewness	Kurtosis
Organizational Commitment	416	3,2151	,55773	-,614	,376
<i>Affective Commitment</i>	416	3,4980	,82079	-,554	,162
<i>Continuance Commitment</i>	416	2,9391	,51630	-,190	,026
<i>Normative Commitment</i>	416	3,2083	,72209	-,462	-,027
Organizational Climate	416	3,1553	,48733	-,364	,104
<i>Recognition</i>	416	2,8059	,86552	-,120	-,624
<i>Support</i>	416	3,2734	,76632	-,396	-,047
<i>Organizational Structure</i>	416	3,0925	,77450	-,363	-,171
<i>Responsibility</i>	416	2,9453	,51471	-,105	,040
<i>Standards</i>	416	3,5120	,60258	-,627	,648

## The Relationship Between Organizational Commitment and Perceived Organizational Climate

This section of the study demonstrated the interactions between Organizational Commitment and Perceived Organizational Climate using correlation and regression analysis. The relationship between organizational commitment and organizational climate perception was tested using correlation analysis in Table 3. As a result of the analyses, a positive and statistically significant ( $p < 0.01$ ) relationship was found between the organizational commitment scale and its dimensions and organizational climate and its dimensions. In other words, the higher the perceived positive organizational climate, the higher the perceived organizational commitment. However, there is no statistically significant relationship between organizational commitment scale and its dimensions and responsibility, an organizational climate dimension. The results indicate that all hypotheses, except for the  $H_{1c}$ ,  $H_{1f}$ ,  $H_{1g}$ ,  $H_{1h}$ , are supported.

**Table 03.** The Relationship between Organizational Commitment and Perceived Organizational Climate

	Organizational Commitment	Affective Commitment	Continuance Commitment	Normative Commitment
<b>Organizational Climate</b>	,614**	,610**	,237**	,561**
	,000	,000	,000	,000
<b>Recognition</b>	,577**	,571**	,204**	,543**
	,000	,000	,000	,000
<b>Support</b>	,448**	,485**	,139**	,387**
	,000	,000	,005	,000
<b>Organizational Structure</b>	,442**	,439**	,150**	,418**
	,000	,000	,002	,000
<b>Responsibility</b>	,062	,083	,012	,040
	,210	,089	,813	,420
<b>Standards</b>	,411**	,364**	,272**	,345**
	,000	,000	,000	,000

Table 4 shows the impact of organizational climate on organizational commitment using regression analysis. As a result of the developed model, it was seen that organizational climate has an impact on organizational commitment. In other words, the higher the perceived positive organizational climate, the higher the perceived organizational commitment. Organizational climate accounts for 37.6% of the changes in organizational commitment. 37,6% of the changes on organizational commitment are explained by the organizational climate. Recognition, support, organizational structure and standards dimensions of organizational climate, seem to have an impact on organizational commitment ( $p < 0.05$ ). In other words, as the perception of organizational climate, support, organizational structure and standards increase, the perception of organizational commitment also increases. On the other hand, there is no



statistically significant relationship between responsibility and organizational structure dimensions of organizational climate and organizational commitment ( $p > 0.05$ ). In the light of this information, all hypotheses are supported except  $H_{1c}$ ,  $H_{1f}$ ,  $H_{1g}$ ,  $H_{1h}$  hypotheses.

**Table 04.** The Impact of Organizational Climate on Organizational Commitment

Model Dependent Variable: Organizational Commitment	Unstandardized Coefficients		Standardized Coefficients	T	P
	B	Std.Error	Beta		
(Constant)	,996	,142		7,033	,000
Organizational Climate	,703	,044	,614	15,845	<b>,000</b>
P	0,000				
F	251,068				
Durbin-Watson	1,804				
Adjusted R <sup>2</sup>	0,376				

## Limitations and Assumptions of the Study

There are some methodological limitations to this study. This research is limited with the data collection tools to be used. The variables discussed in the research are limited by the reliability and validity dimensions of the data measurement tools to be used. Also, it was assumed that Turkish textile industry employees will freely and honestly answer the questions in the survey form.

## CONCLUSION AND DISCUSSION

This research examined how the perceived organizational climate of Turkish textile industry affects employees' organizational commitment behavior and sought answers to the question of how organizational commitments of employees can be achieved and/or improved through changes in the organizational climate. Organizations first need to survive and then improve their sustainability and innovation performance adapting to the changing characteristics of the society in order to manage varying supply towards the integration of the textile industry, which is one of the driving forces of Turkey in terms of export, production volume and employment, to global supply chains. Organizational commitment of members is necessary in order to effectively utilize the workforce of the members of the organization who strategically structure and functionally conduct all organizational operations.

Many researchers analyzed the effects of organizational climate on organizational commitment. The common finding of Yuceler(2009), Gurkan (2006), Illeez (2012), Serifoglu (2018) in Turkey and Iqbal (2008), Noordin et al. (2010), Permarupan (2013) and Bahrami et al. (2016) internationally is that there is a positive relationship between organizational climate and organizational commitment. This is consistent with the results of the present research study, which is also in line with the results of McMurray et al.'s 2004 study on the manufacturing industry in Australia and Deniz and Coban's 2016 study in Malatya. Deniz and Coban (2016) and Yuksekbilgili (2018) found a moderate relationship between organizational climate perception and organizational commitment behaviors. The research model developed shows that most of the organizational climate and organizational climate sub-dimensions have an impact on organizational commitment. In other words, the higher the perceived positive organizational climate of members of the organization, the stronger the organizational commitment. Organizational climate accounts for 37.6% of the changes in organizational commitment. Therefore, in order to increase employee commitment and create sustainable and innovative organizations, the organizational climates need to be improved. In the literature studies, unlike our study, a correlation was found between all sub-dimensions of organizational climate and organizational commitment. In this study, the result dissimilar to the findings of other studies is the lack of a statistically significant relationship between one of the organizational climates sub-dimension and organizational commitment among textile industry employees. It was found that the organizational commitment of the members in the sample we conducted the research did not change or increase with the sub-responsibility dimension as expected. The textile sector, who wants to develop a competitive advantage since the 1990s and thinks that it can achieve this by investing in machinery, should understand the importance of the human factor better. Managers, who understand that value added product development, innovation and organizational resilience depend on the human factor, are recommended to work towards improving the climate of their organizations. In addition, it is seen that it is insufficient to give only responsibility to the employees. Responsibility dimension should

be supported especially with recognition dimension and organizational structure dimension. In other words, giving responsibility without changing its place in the organizational structure and giving some awards does not make sense for the employees and does not increase its commitment. In the research, it was observed that the employees who participated in the survey had higher affective commitment, especially among the sub-dimensions of organizational commitment. Affective commitment was most prominent in relation to the recognition dimension of the organizational climate. In this case, in order to activate the responsibility sub-dimension, a solution may be developed that may work together with the recognition sub-dimension. This important result of the study provides a new field of study for researchers who want to work on the effects of organizational climate on organizational commitment. Also, academicians wishing to do research in this area in the future are advised to work innovation dimension of organizational commitment and organizational climate.

Studies by industries analyzing the direct effects of organizational commitment were made in industries including health, tourism, education and banking, however no studies were found specifically addressing the Turkish textile industry. This present study was conducted in the textile industry, which is one of the industries known to have the highest labor turnover rate among other Turkish industries. It is known that people who exhibit an organizational commitment behavior fulfill their duties more effectively by respecting the organizational values and stay in the organization for longer period. In line with this finding and considering the dynamics of the textile industry, the development of improvement models that will reduce the staff turnover rate in the sector opens a new field of study for researchers of the textile industry. Analyses were made on a single industry basis, and a large and comprehensive sample of 416 people in order to increase the generalizability of the results of this research for other industries.

The findings were obtained from a sample population that was predominantly (90.3%) and closely consistent with the statistics of people in the workforce and was part of the generations X and Y. In this context, a new field has been opened for researchers to examine the effects of the relations of textile organizations with perceived organizational climates and organizational commitment on the sustainability of organizations in the industry through the current employment profile. Also, academicians wishing to do research in this area in the future are advised to work innovation dimension of organizational commitment and organizational climate.

Establishing a strategic roadmap for improving the organizational climate and ensuring organizational commitment of the employees is of great importance for the growth and successful development of the Turkish textile industry. Organizational climate and organizational commitment studies in the industry and the direction of the relationship between these two variables will provide a baseline and guide the development of the industry on this roadmap.

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