The Effect of Perceived Organizational Climate and Affective Commitment on Employee Job Satisfaction

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Abstract. How to improve employees' job satisfaction has been the significant topic during digital transformation. The purpose of this paper is to the influence of organizational climate and affective commitment by tracking the emotional change of new employees. Empirically, by utilizing the statistical package in Stata 16, I conducted correlation and regression analysis to illustrate the relationship between job satisfaction and organizational climate, and the mediation effect of affective commitment. The results show that: (1) when organizational climate is friendly and fair enough, the level of job satisfaction could be improved; (2) it is significant that the affective commitment could promote the level of job satisfaction; (3) the mediation effect of affective commitment influencing the relationship between organization climate and job satisfaction has been proved.

Keywords: Organizational climate · Affective commitment · Job satisfaction

1 Introduction

Considering the trend of digital transformation, how to improve employees' job satisfaction have noteworthy. Currently, scholars study the influencing factors of employee satisfaction roughly from two perspectives, one is to focus on the overall organizational situation such as organizational structure, management system, job matching and resource allocation, and the other is to focus on the employees themselves. These two are not isolated from each other, the situation of the organization will affect employees' feelings and behaviors, and the consequences of employees' behaviors will also cause changes in the organizational situation, but there are fewer studies that combine these two to analyze the influencing factors of job satisfaction.

According to the concept of field theory, it argues that human behavior is the result of a function of the person and the environment in which he or she lives, and that human behavior is not static but changes with the environment. Therefore, in order to study a particular human behavior, it is necessary to consider the surrounding environment in which this behavior occurs, starting with the analysis of environmental factors. Based on the above theory, the study of employee satisfaction factors must consider the work environment, including the physical perception of the environment and the spiritual environment,

where the organizational climate is a result of the interaction between the members of the organization and the organizational environment, and a good organizational climate can stimulate the enthusiasm of employees to work and improve the profitability of the company. Therefore, the question of how organizational climate affects employees' job satisfaction is worth exploring.

In view of this, this paper takes new employees' jobs as the research object, selects organizational climate perception as the independent variable, employee job satisfaction as the dependent variable, where affective commitment is the mediating variable, constructs the influence of organizational climate perception on employee job satisfaction investigates and studies the relationship between organizational climate perception, affective commitment, and employee job satisfaction. And explores the mediating role of affective commitment.

2 Literature Review

2.1 Organizational Climate

Organizational climate has strong organizational characteristics and can be perceived and spread by organization members. If the organization members recognize this organizational atmosphere, it will have a positive effect or even strengthen the atmosphere, and vice versa, it will have a negative effect. Organizational members are influenced by the external environment and stimulated by various environmental factors, thus generating perceptions directly or indirectly [1]. The similar common part of each member's perception is the organizational climate, which affects employees' behavioral motivation, work performance and psychological emotions and is a product of the joint action of individuals and the environment. Organizational climate is an elusive emotional feeling that is like the common part of each member's perception of the external environment. Therefore, it is important to study organizational climate by dividing it into dimensions and quantifying it.

2.2 Affective Commitment

Affective commitment is a sense of identification and belonging that begins with an employee's commitment to the organization, generating certain emotions, attitudes, perceptions, or behavioral tendencies. It is critical for managers to build friendly and fair relationships in workplace, and organizational commitment is the key to solving these problems. Moreover, Affective commitment is a booster for managers that drives employees to take positive action to accomplish organizational goals. Unlike other exchange-based enablers, such as economic benefit-based incentives like pay raises, promotions, and expanded spheres of authority, organizational commitment primarily emphasizes the spiritual-psychological dimensions of emotion, belief, identity, and belonging. Furthermore, affective commitment is a subdivision of organizational commitment, which is essentially related to feelings. For example, employees have positive feelings towards the organization they belong to and the work they do have a strong sense of identification with the organization and are very committed to the work they do, which are expressed purely out of deep feelings for the organization, from the inside out.

2.3 Job Satisfaction

Hoppock (1935) first proposed the concept of Job Satisfaction, which regards the job satisfaction of employees as a comprehensive satisfaction of both psychological and physiological factors of employees to the work environment. It is also a comprehensive response of employees to the work situation, including both the employees' overall attitude towards work and their feelings towards various aspects of work.

3 Hypothesis Development

3.1 Organizational Climate & Job Satisfaction

The study of employee job satisfaction is inseparable from the environment in which employees work, generating a lasting organizational climate within the organization that can be perceived and recognized by its members, a bridge between the organization and its internal members, and influencing their behaviour and attitudes through their perceptions. Job satisfaction is an emotional tendency of employees, related to whether it can satisfy their physical and psychological. Needs, and the size of the gap between what they expect to get and what they get. This affective tendency is influenced by the external environment, and employees feel a positive organizational climate and identify with the organizational climate to further enhance employee satisfaction.

Accordingly, social exchange is based on trust, and in the process of exchange, two parties develop mutual trust and commitment to each other, and this relationship affects the activities that follow. Social exchange theory one party provides help and support to the other party, and the other party must provide the other party in return, but this return is not immediately realized, there is a time lag, and the quality of the return cannot be guaranteed, the trust and commitment of both parties will decline, the relationship is damaged, and the subsequent activities are negatively affected, and there is a certain risk and uncertainty in social exchange [2]. Organizational climate mainly focuses on the aspect of employees' psychological needs, and employees' perception and identification with the organization affects the satisfaction of employees' psychological needs, which further affects their job satisfaction. Following the literature, it is significant that introducing organizational climate as a mediating variable into the relationship between human resource management practices and customer satisfaction [3]. Additionally, this paper proposes the first hypothesis,

H1: There is a positive relationship between perceived organizational climate and employee job satisfaction.

H1a: There is a positive relationship between friendly relationship climate and employee job satisfaction.

H1b: There is a positive relationship between perceptions of fair climate and employee job satisfaction.

3.2 Affective Commitment & Job Satisfaction

In 1996, Weiss & Cropanzano first proposed the Affective Event Theory, in which they argued that employees' emotions have a significant long-term impact on work
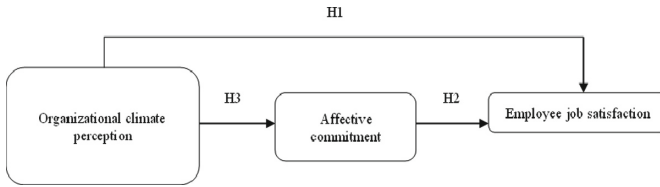
Fig. 1. Theoretical Model

behaviour and work attitudes. What employees experience at work affects employees' emotions, and fluctuations in emotions cause changes in employees' attitudes and behaviours. Employees are affected by the external environment, immediately after the stress behaviour, this is called emotion-driver behaviour [4]. For example, employees are praised by superiors and positive, pleasant, encouraging, and other emotions, he will immediately show a positive outlook at work, more serious work [5]. There is also a situation when employees are affected by different events over a period, emotions accumulate, and when this emotion accumulates to a certain amount, employee behaviour is intensely affected, called judgment-driven behaviour. Emotional event theory can clearly explain the relationship between work situation, employee attitude and employee behaviour [6]. Employees are influenced by the external environment during the work process, and what happens triggers employee emotions, and this change in emotions causes changes in employee attitudes and behaviours. Affective commitment is ultimately an emotion of dependence on the organization. And according to the affective event theory, this emotion affects employee attitudes and behaviours, such as job satisfaction [7]. Therefore, the paper proposes the second hypothesis,

H2: There is a positive relationship between affective commitment and employee job satisfaction.

Figure 1 shows the theoretical model adopted in this paper.

3.3 Mediation Effect of Affective Commitment

The development of an organizational climate that can be recognized by organizational members is critical to the generation of affective commitment. Affective event theory suggests that what happens at work acts on employees' emotions, and that changes in emotions affect employees' behavioural motivation and performance. Employees experience various events in the work process, and the development of these events is inevitably influenced by the organizational climate. For example, the friendliness and harmony of interpersonal relationships affects work enthusiasm, the fairness of resource allocation and procedural processes affects employees' trust and commitment; and whether opinions are taken into consideration affects work motivation [8].

Social exchange theory emphasizes not only the exchange of economic benefits, but also includes social exchanges such as generating emotional connections [9]. In organizational commitment, affective commitment is a kind of employee's dependence psychology on the organization based on social exchange, which is an important factor influencing employee's loyalty and sense of belonging [9]. The social exchange activities between the organization and its members are affected by the organizational climate and

are more prominent in the social exchange, where various events occur in the process that cause employees' emotional fluctuations. And at the same time, the emotional changes are expressed in employees' work performance and behavioural attitudes [10]. Overall, the third hypothesis has been proposed,

H3: There is a mediating effect of affective commitment in the relationship between perceived organizational climate and job satisfaction.

4   Methodology

4.1   Reliability Analysis

In terms of the measurement, this paper follows the literature and uses the existing maturity scale to construct indicators. First, this paper adopts Organization Climate Perception Scale, which includes seven topics and two dimensions: friendly relationship climate perception and fair climate perception. Using Likert's five-point scoring method, it has five levels from "completely disagree" to "completely agree". Data analysis found that the overall internal consistency coefficient of the scale Cronbach's α = 0.714, and the reliability of the scale is acceptable. Moreover, this research adopts Emotional Commitment Scale, with four dimensions, the overall internal consistency coefficient of the scale is 0.925. Finally, this paper uses job satisfaction scale with three topics, and the overall internal consistency coefficient of the scale Cronbach's α = 0.874. The following Table 1 shows the reliability analysis results of the core variables scale.

4.2   Correlation Analysis

In this study, the main object of the survey is the new enterprise entry employees of freshly graduated college students, and the survey was conducted by releasing online questionnaires. 500 questionnaires were distributed in the first stage, and 486 questionnaires were collected, among which, 480 were valid questionnaires, and the valid questionnaire recovery rate was 96%; in the second stage, questionnaires were distributed based on the valid questionnaires collected in the first stage, and 450 questionnaires were collected, among which, 428 were valid 428 questionnaires were collected. The correlation analysis result has been shown in Table 2.

4.3   Regression Analysis

In this part, this paper conducted regression analysis to further examine the effect of organizational climate on job satisfaction by adopting the random effect and fixed effect. The following Eq. (1) shows the random effect and the Eq. (2) shows the fixed effect.

$$Job_{it} = \alpha_{it} + \beta_{11}OC_{it} + \gamma Z_{it} + \varepsilon_{it} \tag{1}$$

$$Job_{it} = \alpha_{it} + \beta_{21}OC_{it} + \gamma Z_{it} + \mu_{it} + \theta_{it} + \varepsilon_{it} \tag{2}$$

Table 1. Core variable's reliability analysis

Variables	Dimensions	Items	Cronbach's α
Organizational Climate	Friendly Climate	1. I have a close relationship with my colleagues	0.787
		2. I will consider my colleague's position	
		3. I think I am a "team" with my colleagues	
		4. My colleagues and I can cooperate well	
	Fair Climate	5. I believe that the leadership's evaluation and judgment on my work is accurate	0.552
		6. The work objective I want to complete is objective and reasonable	
		7. I think leaders treat all subordinates equally without any discrimination or prejudice	
Affective commitment		1. I am very happy to work in this enterprise	0.925
		2. I feel that I am part of this enterprise, that is, I feel a sense of belonging	
		3. I think working in this enterprise has a sense of belonging	
		4. I have deep feelings for this enterprise	
Job satisfaction		1. I am very happy to work in this enterprise	0.874
		2. I feel that I am part of this enterprise, that is, I feel a sense of belonging	
		3. I think working in this enterprise has a sense of belonging	

Table 2. Correlation Analysis

Variables	M	SD	1	2	3	4	5	6	7	8	9
Gender	1.58	0.494									
Age	2.80	0.943	-0.21**								
Education	1.91	0.373	-0.29	0.132*							
Experience	2.87	1.066	0.17	0.356**	-0.084						
Unit	2.93	1.047	-0.37	0.014	0.011	0.017					
Position	4.22	2.494	0.203	-0.103	-0.048	0.020	-0.115				
Job satisfaction	3.74	0.776	-0.44	0.128*	-0.049	0.000	0.077	-0.044			
Affective commitment	3.40	0.862	-0.007	0.054	-0.067	0.062	0.040	-0.046	0.654**		
Fair climate	3.70	0.532	0.035	-0.027	-0.033	-0.047	-0.13	-0.025	0.168**	0.272**	
Friendly climate	4.03	0.470	0.39	0.004	0.015	0.008	0.037	0.053	0.055	0.069	0.300**

$**P < 0.01, *P < 0.05$

Moreover, the mediation effect of affective commitment influences the relationship between job satisfaction and organizational climate. The following Eqs. (3) and (4) show the mediation effect of affective commitment.

$$AC_{it} = \alpha_{it} + \beta_{31}OC_{it} + \gamma Z_{it} + \mu_{it} + \theta_{it} + \varepsilon_{it} \tag{3}$$

$$Job_{it} = \alpha_{it} + \beta_{41}AC_{it} + \gamma Z_{it} + \mu_{it} + \theta_{it} + \varepsilon_{it} \tag{4}$$

where Job_{it} refers to the level of employee i's job satisfaction in t period; OC_{it} refers to the level of organizational climate; AC_{it} refers to the level of affective commitment; Z_{it} refers to constant term; μ_{it} and θ_{it} are the time fixed and the individual fixed effect respectively, ε_{it} is the error term.

As shown in Table 3, affective commitment has a significant positive correlation on job satisfaction, r-0.654P < 0.0l; the perceived fair climate dimension of organizational climate has a significant positive correlation on job satisfaction, r-0.168, P < 0.01; in addition, perceived fair climate also has a significant positive correlation on affective commitment, r-0.272, P < 0.01; friendly relationship There was a positive effect of climate on perception of fair climate, r-0.300, p < 0.01. The next step of regression analysis was conducted. Observing the baseline model of regression Eq. 1 and model 1, control variables such as gender, age, education level, and years of experience do not have significant contributions to job satisfaction, and after adding the independent variable perception of fair climate, R2 increased from 5.2% to 5.7%, and the explanation of regression analysis increased by 0.2%. The regression equation coefficient β value of perception of fair climate on job satisfaction was 0.166 = 0 (p < 0.05), yielding the analysis result that among the two dimensions of perception of organizational climate, there is a positive relationship between the dimension of perception of fair climate on job satisfaction.

Comparing the baseline model and model 2 in regression Eq. 1 in the above table, the effect of six demographic characteristics control variables such as gender on job satisfaction was not significant, while the R2 increased from 5.20% to 44.4% after adding the effect of affective commitment, and the explanation of the regression analysis increased by 39.2%. The regression coefficient βvalue of affective commitment on job satisfaction was 0.6510 (p < 0.001) yielding the analytical result that there is a highly significant positive relationship between affective commitment and job satisfaction.

Regression Eq. 2 was used to analyze the effect of organizational climate on affective commitment as the dependent variable. Comparing the baseline model and model 1, R2 increased from 1% to 8.4%, and the explanation of regression analysis increased by 7.4%. The regression coefficient β values of perceived friendly relationship climate and fair climate on affective commitment were β = 0 (p < 0.01), −0.014 and 0.278. Respectively. Looking at regression Eq. 1, model 3, which takes job satisfaction as the dependent variable, after adding the independent variable organizational climate and the mediating variable affective commitment. Comparing the basic model, model 1 and model 2.it was found that there was a significant positive correlation with a large change in AR2 = 39.2% and a significant P < 0.001.

To further explore affective commitment, this paper divided perception of organizational climate into two dimensions for regression analysis, namely friendly relationship, and fair climate, respectively. First, regression analysis was conducted on friendly

Table 3. Regression Analysis

Variables	Job Satisfaction					Affective Commitment		
Models	Basic Model	Model 1	Model 2	Model 3	Model 4	Basic Model	Model 1	Model 2
Gender	−0.011	−0.014	−0.017	−0.012	−0.012	0.001	−0.001	−0.008
Age	0.157	0.157	0.156	0.125	0.125	0.049	0.049	0.048
Education	−0.075	−0.076	−0.069	−0.030	−0.030	−0.070	−0.071	−0.059
Experience	−0.062	−0.062	−0.053	−0.087	−0.088	0.030	0.038	0.053
Friendly climate		0.057			0.057		0.069	
Fair climate			0.166**		0.166**			0.278***
Affective commitment				0.651***	0.654***			
R2	0.052	0.027	0.057	0.444	0.444	0.010	0.014	0.084
ΔR2		−0.025	0.002	0.392	0.392		0.004	0.074
F	1.702	1.542	2.510	43.606	30.962	0.669	0.801	4.177

**P < 0.01, *P < 0.05

relationship, and the data showed that the significance of friendly relationship on job satisfaction was 0.343, and the regression coefficient was 0.0550, indicating a positive but very insignificant relationship between the two. Therefore, the analysis concludes that affective commitment partially mediates friendly relationship in influencing job satisfaction.

Regression analysis of perceptions of fairness climate showed a significance of 0.008 ($P < 0.01$) and a regression coefficient of 0.166, indicating a significant positive correlation. After adding the mediating variable affective commitment, the significance was 0.000 ($p < 0.001$) and $F = 30.962$, indicating that the regression equation had a good fit, good predictive power, and a highly significant positive correlation. Therefore, this paper boldly concludes that affective commitment plays a fully mediating role in influencing job satisfaction with respect to perceptions of fair climate.

5   Conclusion

Affective commitment is an employee's emotional attachment and identification with the organization to those whose belong, essentially out of pure affection, which often diffuses into loyalty and has a positive impact on job satisfaction. Managers should pay attention to the influential role of organizational climate, establish friendly relationships between employees and between superiors and subordinates, and create a fair atmosphere.

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