

UNIVERSITY OF MANAGEMENT AND TECHNOLOGY	UMT
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**Relationship of organizational climate, trust, culture and
organizational commitment: A case of public sector
organizations in Pakistan**



Submitted to

School of Business and Economics

In Partial Fulfillment of the Requirements

For the Degree of

MASTERS OF SCIENCE

By

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Spring, 2014

**Relationship of organizational climate, trust, culture and
organizational commitment: a case of public sector
organizations in Pakistan**



Center for Graduate Research

School of Business and Economics

Spring 2014

DECLARATION

I certify that this works contains no material which has been accepted for award of any other degree or diploma in my name, in any university, or any other institution and, to the best of my knowledge and belief, contains no material previously published or written by another person, except where due reference has been made in the text. In addition, I certify that no part of this work will, in the future, be used in submission in my name, for any other degree or diploma in any university or without the prior approval of the university of Management and Technology, Lahore where applicable.

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MS (SHRM)

ACKNOWLEDGEMENT

First of all, I thank my Allah for giving me opportunity and courage to go through this studio period of my life. Secondly, this all has been made possible because of the contribution of many individuals. First of all, my worthy respected Professor Dr. Atif Hassan whose personal, academic and moral support provided me guidance, direction and opportunity to complete my thesis. I also thank my colleagues Mr. Ahmar Elahi and Mr. Adnan Rafique, who continuously encouraged me throughout the MS Program.

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MS (SHRM)

ASSOCIATION OF“ORGANIZATIONAL CLIMATE”, TRUST, CULTURE AND “ORGANIZATIONAL COMMITMENT”: A CASE OF PUBLIC SECTOR ORGANIZATIONS IN PAKISTAN

ABSTRACT

Focus was to develop a framework for public employees to keep watch on degree of commitment shown by the employees towards public organizations. Also to look into the association among“ organizational climate”, trust and culture and their correlation with “organizational commitment” including their effect size respectively. Empirical studies on “organizational climate” in public sector in developing countries are limited, that is why public sector was selected purposively to undertake this study and to fill the existing research gap. The study selected positivism as research paradigm with quantitative approach to carry out research inquiry. Data was collected from 300 public employees and analyzed by SPSS 20.0 software program setting interpretation in line of the study objectives. The proposed framework offered empirical results with sound implications for “organizational commitment” in public organizations. The analysis led to conclude that there is a sheer lack of trust among public employees and showed negative results to build “organizational commitment”. “Organizational climate” and culture however showed remarkable association with “organizational commitment”. Delimitations of the research were the restriction of this research to public employees to get their perceptions. Future research studies ought to conduct a comparative study between public and private sectors of Pakistan in broader perspective of “organizational commitment”.

Keywords: “organizational climate”, trust, organizational culture, public employee, “organizational commitment”.

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CHAPTER I: INTRODUCTION

1.1. Chapter Overview

Last decades have witnessed the popularity of the concept of “organizational commitment” in organizational research and in realizing employee behavior at work. In this chapter, it will be known how employees engage with the organization climate and involve themselves with its goals (Rafiee, Bahrami, &Montazer Alalfaraj, 2015).

1.2. Background of the Study

The 21st century is marked for confrontation with formidable challenges unprecedented in recent history. No specific organization or industry is exceptional to these challenges. These affect all the organizations, big or small in size or structure. “organizational climate” is specifically and continually tested by changes affecting organizations these days (Nair, 2006). By far human relation management, employees have been acknowledged as the most important part of organizations. In order to make organizations powerful and competitive, people precept has assumed much more importance. As the idea is revolved around employee perceptions, the subject of “organizational climate” has gained researchers’ attention (Arabica, 2011).