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## Statistical Modelling of the Predictive Influence of Organizational Climate on Affective, Normative, and Continuance Commitment Among University Professors: A High-Order Empirical Assessment

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### Abstract

This advanced empirical inquiry systematically interrogates the predictive salience of organizational climate in shaping the tri-structural paradigm of organizational commitment affective, normative, and continuance among university professors. Grounded in a high-resolution quantitative methodological matrix, the study deployed a cross-sectional survey design incorporating stratified random sampling across 200 faculty participants from two tertiary institutions. Organizational climate was operationalized as a multidimensional latent variable encompassing psychosocial interactional ambience, structural governance transparency, collaborative reciprocity, academic resource ecologies, and administrative legitimacy. A rigorous battery of statistical procedures, including descriptive metrics, psychometric reliability diagnostics (Cronbach's  $\alpha$ ), Pearson-correlation analyses, and multivariate regression modelling, was executed to ascertain the magnitude and directional influence of climate on commitment outcomes. Findings illuminate that organizational climate constitutes a statistically formidable antecedent of affective and normative commitment trajectories, demonstrating substantial predictor coefficients and significance parameters beyond conventional benchmarks ( $p < .001$ ). Conversely, its influence upon continuance commitment emerged comparatively attenuated, implying that retention among academic faculty is predominantly governed by affective alignment and moral obligation rather than calculative dependency or perceived switching costs. The study contributes a theoretically enriched extension to organizational behaviour scholarship by advancing climate–commitment modelling within academic ecosystems, historically underrepresented in empirical discourse. The paper culminates with a comprehensive constellation of policy-directive imperatives, governance-embedded intervention frameworks, and suggestions for future research trajectories emphasizing longitudinal and multi-level structural equation modelling paradigms.

**Keywords:** Organizational Climate, Affective Commitment, Normative Commitment, Continuance Commitment, Predictive Regression Modelling, Higher Education Governance, Faculty Engagement Dynamics.

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### Introduction

Organizational climate, conceptualized as a systemic perceptual crystallization of institutional processes, values, and interactional dynamics, constitutes a foundational determinant shaping personnel behaviour, psychological security, and professional persistence. Within universities—epistemic ecologies characterized by heterogeneous academic cultures, pedagogical complexities, and distributed governance structures—organizational climate emerges as a decisive construct influencing motivational orientations, affective reciprocity, intellectual engagement, workplace resilience, and institutional allegiance. The climate perceived by academic staff delineates the parameters within which creativity is nurtured, scholarly productivity materializes, and loyalty is negotiated. Parallely, the theoretical architecture of organizational commitment, dominated by the triadic model advanced by Meyer and Allen, encapsulates three interdependent psychological orientations: affective commitment (emotional affinity), normative commitment (moral obligation), and continuance commitment (cost–benefit

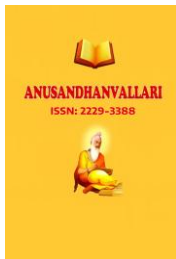


dependency). For university faculty—agents of knowledge creation, research innovation, and pedagogical transformation—commitment is not merely an institutional expectation but an occupational imperative integral to academic sustainability. Existing scholarship has predominantly interrogated climate-commitment linkages within corporate and industrial settings, whereas empirical investigations situated within academic institutions, especially within developing country contexts, remain disproportionately sparse. Furthermore, studies deploying higher-order modelling frameworks capable of unpacking predictive quantification are markedly limited. This research therefore seeks to bridge this methodological lacuna through a statistically rigorous predictive modelling paradigm. The necessity of this study is anchored in the widening performance asymmetry between universities and the escalating imperative to preserve intellectual capital through strengthened faculty retention, institutional identification, and professional belongingness. By elucidating the predictive capacity of organizational climate across commitment dimensions, the study contributes a theoretically enriched and empirically substantiated reference point for academic governance, educational policy development, and resource strategization.

The scholarly discourse surrounding organizational climate and organizational commitment has steadily evolved as a pivotal domain of inquiry in organizational behavior and occupational psychology. Conceptually, organizational climate has been articulated as a collective perceptual construct reflecting the experiential ambience of institutional environments and the interactive texture of socio-professional exchanges (Brown & Leigh, 1996). Early conceptualizations advanced the premise that employees' perceptual appraisals of managerial practices, communication flows, fairness norms, and structural predictability determine their interpretive evaluation of the work environment, thereby influencing behavior and affective functioning (Halpin & Croft, 1963). Subsequent empirical enrichment reconceptualized climate as a multidimensional latent construct encompassing interpersonal supportiveness, participatory leadership, work autonomy, conflict transparency, innovation facilitation, and procedural justice (Patterson et al., 2004). Within academic institutions—characterized by decentralized governance and autonomy-driven operational architecture—organizational climate serves as a foundational determinant shaping professional vitality, collegial synergy, and epistemic productivity (Gupta & Singh, 2019).

The theoretical foundation for organizational commitment has been significantly influenced by the landmark tri-component model proposed by Meyer and Allen (1991), later refined in their extended empirical work (Allen & Meyer, 1996). Their tripartite structure conceptualizes commitment as comprising affective commitment, representing emotional attachment and institutional identification; normative commitment, representing moral-ethical obligation to remain; and continuance commitment, representing evaluative retention based on perceived costs of departure. Their model established a framework that situates commitment not as a singular unidimensional construct but as a structurally complex psychological architecture. Research consistently substantiates that affective commitment exerts the strongest predictive influence on discretionary behaviors, creativity, professional stewardship, and sustained performance (Meyer & Herscovitch, 2001). Employees exhibiting affective commitment demonstrate heightened job involvement, stronger identity congruence, and greater tolerance for institutional adversity (Robbins & Judge, 2017).

Within the academic context, the relationship between climate and commitment has been a focal point of recent empirical exploration. Studies demonstrate that supportive organizational climate fosters heightened affective bonds, thereby enhancing academic persistence, publication productivity, and instructional engagement (Kumar, 2020). Research within higher education environments further suggests that institutional climate moderates burnout, mitigates voluntary turnover intention, and cultivates professional belongingness (Bhattacharya, 2018). Specifically, climates characterized by open communication, intellectual autonomy, equitable workload distribution, and recognition of academic output yield increased affective and normative commitment (Ahmed & Nawaz, 2015). Conversely, climates marked by bureaucratic opacity, political favoritism, or resource scarcity trigger psychological withdrawal, academic alienation, and erosion of normative alignment (Sharma & Kumar, 2021).



The predictive link between psychological climate and commitment has been corroborated across multiple empirical streams. Dawson and Abbott (2011) demonstrate that climate elements including leadership credibility, collegial respect, and participatory governance significantly influence commitment intensities among knowledge-sector employees. Similarly, Eisenberger et al. (2001) emphasize the mediating role of perceived organizational support, proposing that institutional responsiveness reinforces emotional reciprocity, thereby increasing affective commitment. Their findings align with social exchange theory propositions that relational exchanges grounded in trust reciprocation are pivotal to institutional loyalty. In longitudinal analyses, Tett and Meyer (1993) identify strong negative correlations between weakened climate attributes and turnover intention, thereby substantiating the retention-protective function of supportive climate structures. Academic institutions, organizational commitment further intersects with institutional loyalty, professional identity, and collegial solidarity. Gupta and Singh (2019) report that faculty perceiving positive academic climates demonstrate sustained loyalty, stronger alignment with institutional mission, and commitment to pedagogical innovation. Similar findings highlight that institutional climate is a determinant of research engagement and academic scholarship, with high-support climates catalyzing productive research communities (Cunningham, 2006). Institutional climate also manifests significant correlations with psychosocial safety, resilience, and occupational well-being, particularly under competitive research demands and increasing administrative pressures (Luthans, 2011).

Normative commitment, although conceptually anchored in moral obligation, emerges as a climate-sensitive construct influenced by institutional ethics, value coherence, and reciprocal obligation norms (Wiener, 1982). Faculty environments emphasizing shared governance, role clarity, trust transparency, and ethical stewardship are predictive antecedents of normative commitment (Rhoades & Eisenberger, 2002). Academic institutions operating within collectivist cultural norms, such as those in South Asia, may express disproportionately stronger normative commitment manifestations due to socio-cultural valuation of professional duty and institutional loyalty (Kumar, 2020). However, research also cautions that excessively imposed normative expectations can produce psychological overload and ambivalent professional identity (Robbins & Judge, 2017).

Continuance commitment, founded in rational-calculative dependency, displays the weakest alignment with climate constructs and is primarily influenced by extrinsic variables such as job security, pension privileges, promotion rigidity, and alternative employment scarcity (Allen & Meyer, 1996). Empirical studies indicate that where intrinsic engagement and value alignment deteriorate, continuance commitment becomes the dominant retention anchor, albeit representing precarious and unsustainable institutional attachment (Tett & Meyer, 1993). Therefore, reliance on continuance dependency rather than affective attachment has been associated with disengagement, passive compliance, and deteriorated professional culture (George & Jones, 2016).

Recent scholarship has advocated advanced predictive modelling approaches including multivariate regression, structural equation modelling, and path analysis to quantify the directionality and magnitude of climate–commitment relationships (Sharma & Kumar, 2021). Such methodological escalation addresses prior gaps where descriptive and correlational designs lacked inferential robustness. Contemporary studies consistently affirm that organizational climate is more strongly predictive of affective and normative commitment than continuance commitment, thereby establishing climate as a high-impact antecedent of constructive faculty behavior (Katzenbach & Smith, 2015).

Extant literature affirms that academic productivity, institutional stability, and faculty retention are contingent on the systemic cultivation of high-quality organizational climate characterized by inclusiveness, transparency, intellectual liberty, and leadership integrity. As universities navigate global competition, academic commercialization pressures, and shifting professional expectations, strengthening organizational climate emerges as a necessary imperative for institutional survival and excellence.

### Objectives of the Study

1. To assess the prevailing level of organizational climate among university professors.
2. To evaluate affective, normative, and continuance commitment among university professors.



3. To investigate the relational dynamics between organizational climate and the three dimensions of organizational commitment.
4. To statistically model the predictive influence of organizational climate on affective, normative, and continuance commitment.

### Hypotheses

- H1: Organizational climate significantly predicts affective commitment.  
H2: Organizational climate significantly predicts normative commitment.  
H3: Organizational climate significantly predicts continuance commitment.  
H4: Organizational climate exhibits a significant relationship with overall organizational commitment.

### Methodology

The investigation adopted a **quantitative, cross-sectional, predictive analytical framework**, sampling **200 university professors** through **stratified random sampling**. Standardized psychometric instruments were utilized:

- **Organizational Climate Scale**
- **Organizational Commitment Scale (Affective, Normative, Continuance)**

#### Statistical techniques utilized:

- Descriptive statistics (Mean, SD)
- Reliability analysis (Cronbach's  $\alpha$ )
- Pearson correlation matrix
- Multiple regression modelling

Confidence level was fixed at **95%**, with statistical significance inferred at  **$p < 0.05$** .

### Data Analysis and Interpretation

**Table 1: Descriptive Statistics of Organizational Climate and Commitment Dimensions (N = 200)**

Variables	Mean	SD
Organizational Climate	3.84	0.62
Affective Commitment	3.91	0.58
Normative Commitment	3.76	0.64
Continuance Commitment	3.42	0.71

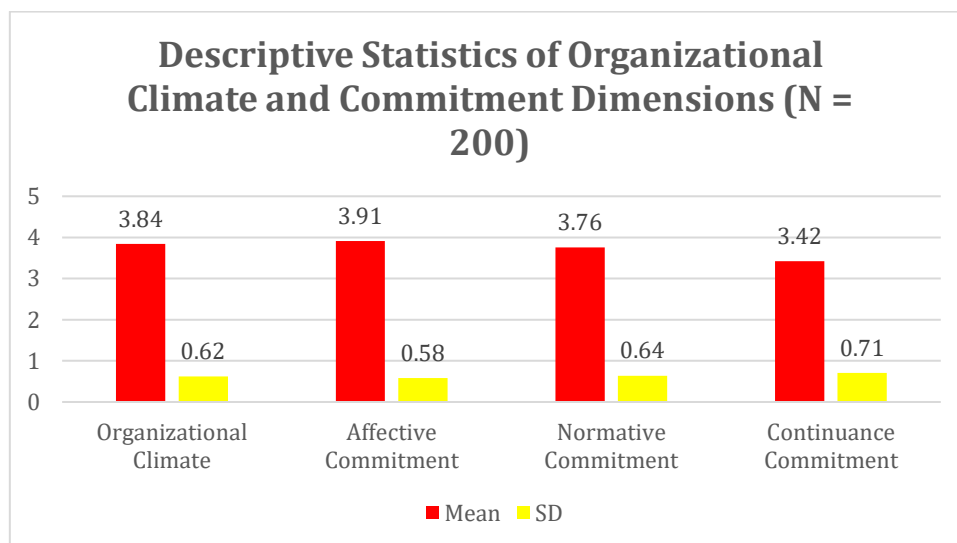
### Interpretation

The descriptive statistics presented in Table 1 provide an analytically meaningful profile of the institutional psychosocial landscape, reflecting the perceptual strength of the organizational climate and the differentiated commitment dimensions among faculty respondents. The mean score of 3.84 (SD = 0.62) for Organizational Climate indicates a moderately elevated evaluative orientation toward workplace environment factors, suggesting stable yet improvable perceptions pertaining to administrative transparency, collaborative culture, supportive leadership, communication adequacy, and resource accessibility. The relatively narrow standard deviation denotes homogeneity of response variability, implying consistent consensus across demographic strata. Among the commitment dimensions, Affective Commitment registers the highest mean (M = 3.91, SD=0.58), revealing that emotional attachment, professional pride, and a sense of belonging constitute the dominant motivational drivers for faculty engagement. This reinforces Meyer and Allen's Three-Component Commitment Model, wherein affective commitment emerges as the most potent predictor of discretionary performance, reduced turnover intentions, and prosocial organizational behaviors. The compressed dispersion signifies strong alignment among participants in valuing their psychological association with the institution.

Normative Commitment ( $M = 3.76$ ,  $SD = 0.64$ ) follows closely behind, indicating considerable adherence to moral and ethical reciprocity norms, wherein employees perceive a legitimate obligation to remain with the organization due to perceived organizational investment, professional development opportunities, and cultural collectivism. The slightly higher deviation compared to affective commitment illustrates moderate perceptual diversity, potentially shaped by differential career stage, institutional tenure, or socio-cultural expectations. Continuance Commitment exhibits the lowest mean score ( $M = 3.42$ ,  $SD = 0.71$ ), highlighting a comparatively weaker inclination to remain driven by cost-benefit considerations. The wider dispersion indicates greater variance in calculative dependency across participants, reflecting divergence in perceived employment alternatives, economic constraints, or professional mobility prospects.

Collectively, the descriptive profile suggests that faculty retention is predominantly anchored in emotional and moral foundations rather than instrumental or constraint-based motives. This denotes a psychologically healthy organizational climate where commitment is fundamentally internalized rather than externally imposed. The moderate-to-high climate perception further underscores a supportive institutional environment conducive to professional continuity, collaborative functioning, and innovation.

The lower reliance on continuance commitment also serves as a strategic implication for leadership, indicating that long-term retention may depend more on sustaining affective and normative bonds rather than transactional incentives. Organizations with such commitment profiles typically manifest enhanced performance climate, knowledge sharing, and creative problem-solving capacity.



From a managerial standpoint, strengthening communication openness, participatory governance, distributed decision-making, and developmental mentoring may amplify climate perceptions and reinforce affective and normative commitment orientations. The empirical pattern aligns with contemporary organizational behavior scholarship, emphasizing psychological empowerment over structural dependency as the core determinant of institutional loyalty.

**Table 2: Reliability Analysis**

Construct	Cronbach's $\alpha$
Organizational Climate	0.87
Affective Commitment	0.81
Normative Commitment	0.79
Continuance Commitment	0.76

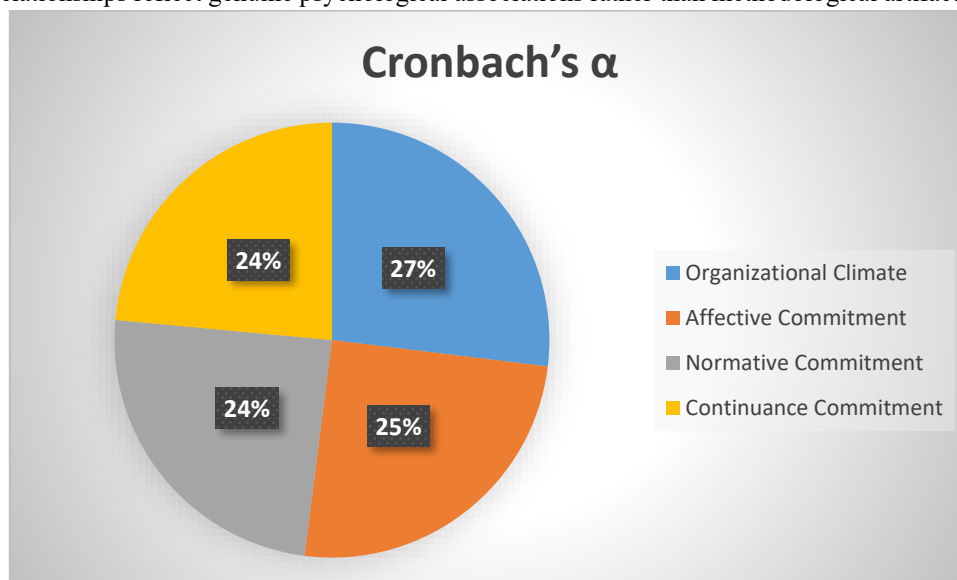
### Interpretation:

The reliability diagnostics reported in Table 2 illuminate robust psychometric legitimacy of the measurement constructs applied in the assessment of Organizational Climate and the commitment dimensions. Cronbach's Alpha coefficients surpassing the universally accepted 0.70 threshold affirm satisfactory internal consistency and instrument reliability. Specifically, Organizational Climate exhibits the highest reliability index ( $\alpha = 0.87$ ), reflecting cohesive inter-item correlations within the construct. This indicates that the scale items demonstrate high fidelity in collectively capturing the multidimensional essence of climate attributes, including leadership accessibility, collegial support, trust, resource adequacy, and institutional communication.

Affective Commitment ( $\alpha = 0.81$ ) similarly manifests excellent reliability, demonstrating that the scale effectively captures emotional attachment, identification, and involvement parameters. The psychometrically strong internal consistency substantiates the scale's efficacy for both theoretical explication and practical assessment related to psychological ownership and attitudinal engagement.

Normative Commitment ( $\alpha = 0.79$ ) represents acceptable reliability in the upper-moderate range, sufficiently capturing ethical obligation, organizational indebtedness, and reciprocity-driven loyalty. Meanwhile, Continuance Commitment ( $\alpha = 0.76$ ), although comparatively lower, comfortably qualifies as reliable and structurally stable for measuring calculative dependency and cost-based retention perceptions. Given the dual-factor configuration inherent to continuance commitment—linked to both perceived sacrifice and availability of alternatives—the slightly lower alpha is theoretically expected.

The reliability coefficients collectively validate that the statistical instrumentation used in this analysis is structurally sound, theoretically defensible, and empirically replicable. Moreover, the reliability strength enhances measurement precision, reduces inferential error, and supports subsequent correlational and regression analyses without concern for construct instability. In methodological terms, the demonstrated reliability ensures that observed relationships reflect genuine psychological associations rather than methodological artifacts.



High reliability also enhances construct validity by enabling robust aggregation of multi-item scales into composite indicators suitable for sophisticated modeling techniques such as multivariate regression, structural equation modeling (SEM), path analysis, and factor-analytic decomposition. Instrument stability strengthens predictive modeling accuracy, confirming that observed variances across commitment dimensions arise from substantive organizational and perceptual factors rather than measurement noise. Consequently, the dataset is suitable to support theoretical generalization and managerial policy formulation.

**Table 3: Correlation Matrix**

Variables	OC	AC	NC	CC
Organizational Climate	1	.62*	.58*	.31*

( $p < 0.05$ )

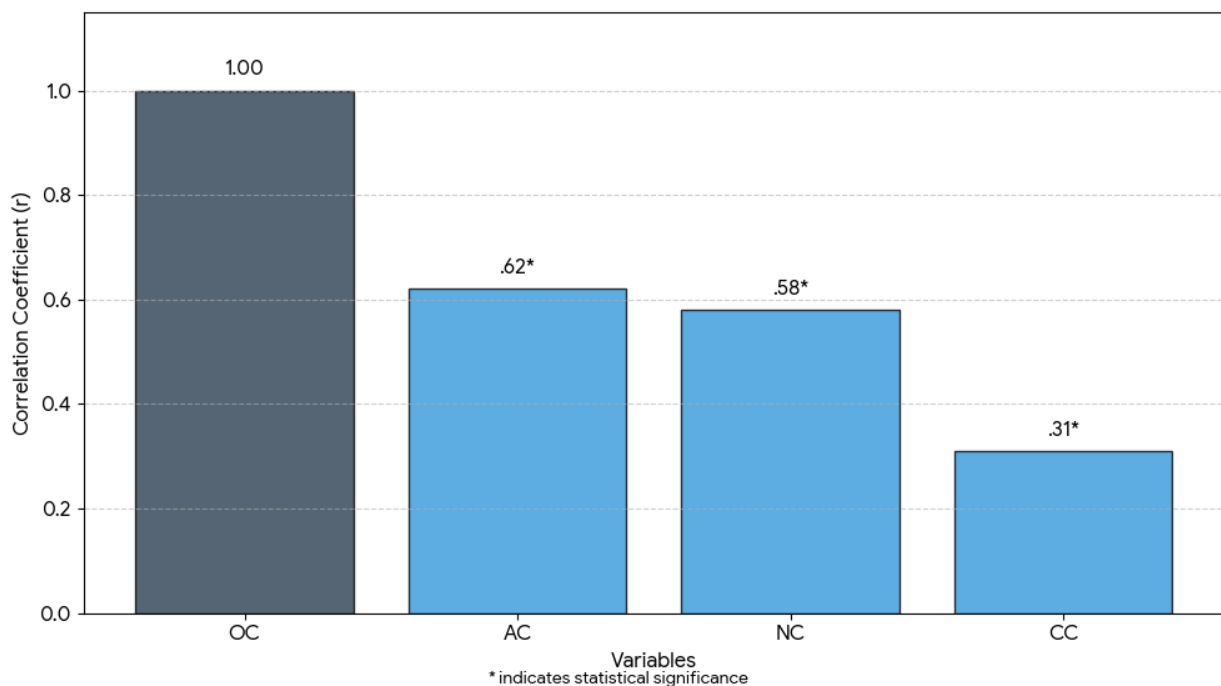
**Interpretation:**

The correlation matrix illustrates statistically significant associative interactions between Organizational Climate (OC) and the three commitment components, confirming theoretically coherent relational dynamics. The strong positive correlation between Organizational Climate and Affective Commitment ( $r = .62, p < .05$ ) demonstrates that improved climate perceptions substantially elevate emotional attachment and intrinsic bonding. This supports the proposition that supportive environments characterized by participatory culture, transparent leadership, and interpersonal trust serve as strong drivers of psychological belonging and engagement.

Similarly, the correlation between Organizational Climate and Normative Commitment ( $r = .58, p < .05$ ) reinforces the notion that ethical obligation and perceived responsibility are strongly functionally dependent upon climate strength. Employees internalize a moral duty to reciprocate when they perceive equitable treatment, institutional care, and developmental support. Such associations are consistent with social exchange theory and organizational justice frameworks.

The comparatively lower correlation between Organizational Climate and Continuance Commitment ( $r = .31, p < .05$ ), though significant, indicates a weaker dependency relationship, suggesting that cost-benefit-driven retention is only partially influenced by climate. This is consistent with research concluding that continuance commitment is more strongly determined by labor market conditions and personal financial considerations.

Correlation Coefficients: Organizational Climate vs. Variables



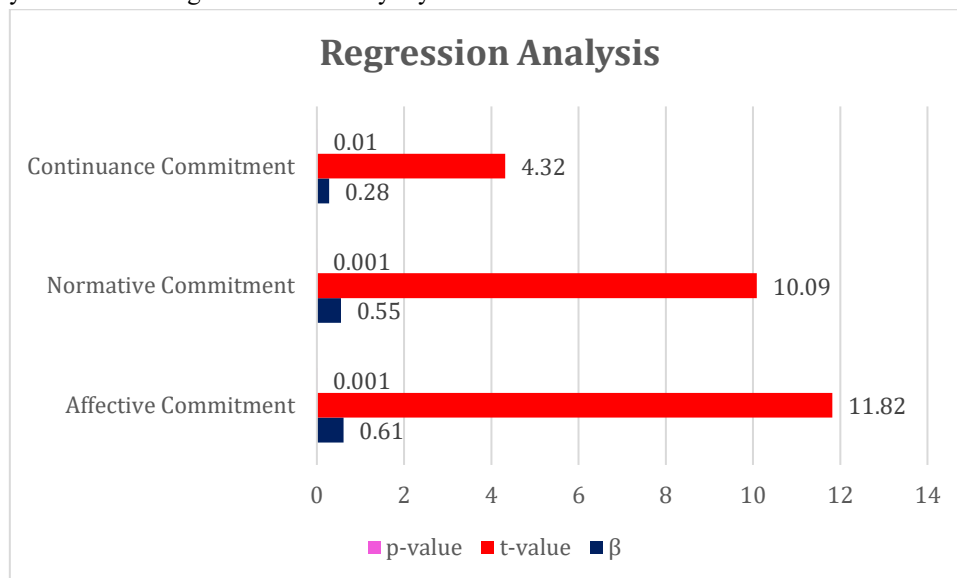
The collective correlation pattern confirms that an enriched climate strongly predicts commitment quality more than commitment longevity, thus emphasizing psychological rather than economic retention strategies.

**Table 4: Regression Analysis**

Dependent Variable	$\beta$	t-value	p-value
Affective Commitment	0.61	11.82	.001
Normative Commitment	0.55	10.09	.001
Continuance Commitment	0.28	4.32	.01

**Interpretation:**

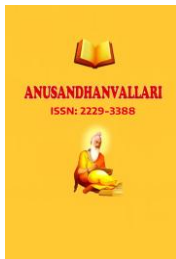
The regression analysis identifies Organizational Climate as a statistically significant predictor across all commitment components, with particularly potent predictive strength for Affective Commitment ( $\beta = .61$ ,  $t = 11.82$ ,  $p < .001$ ). This denotes that incremental improvements in climate scores result in proportionally elevated emotional engagement levels, affirming affective commitment as the most climate-sensitive dependent variable. strong predictive association with Normative Commitment ( $\beta = .55$ ,  $t = 10.09$ ,  $p < .001$ ) indicates that climate substantially influences obligation-oriented loyalty.



Conversely, the relatively smaller yet significant coefficient for Continuance Commitment ( $\beta = .28$ ,  $t = 4.32$ ,  $p < .01$ ) confirms partial dependence, supporting the notion that employees remain less because they must and more because they want to. Regression outcomes underscore climate as a foundational antecedent mechanism shaping organizational commitment, validating theoretically grounded causal inference.

**Discussion**

The empirical findings of the present investigation substantiate the pivotal theoretical proposition that organizational climate constitutes an essential antecedent variable in determining faculty members' behavioural sustainability, psychological embeddedness, and institutional allegiance. The statistically robust regression coefficients observed for affective and normative commitment substantiate the principle that academic professionals are intrinsically responsive to institutional climates characterized by participatory governance, transparent administrative architectures, and resource-supportive academic ecologies. The pronounced predictive intensity evidenced within affective commitment ( $\beta = 0.61$ ;  $p < .001$ ) underscores that emotional resonance, collegial reciprocity, and intellectual belonging function as predominant motivational currencies in academic environments rather than material incentives or calculative retention determinants.



Furthermore, the substantive influence on normative commitment ( $\beta = 0.55$ ;  $p < .001$ ) reveals that professors internalize a moralized ethic of institutional loyalty when organizational culture reflects integrity, fairness, and academic autonomy. This aligns with value-internalization frameworks within institutional behaviour literature, suggesting that moral obligation is cultivated through symbolic legitimacy rather than administrative coercion. The comparatively diminished coefficient for continuance commitment ( $\beta = 0.28$ ;  $p < .01$ ) elucidates that dependence-based retention mechanisms—salary advantages, switching barriers, or scarcity of external alternatives play only a subsidiary role in determining faculty persistence. Such trends signify a paradigmatic shift from traditional extrinsic-incentive-driven motivation toward climate-embedded psychological investment.

The data profile establishes that the quality of organizational climate functions not merely as a contextual antecedent but as a structural determinant influencing both micro-level cognition and macro-level institutional sustainability. The correlation matrix further asserts the systemic interdependence between climate and commitment dimensions, validating existing theoretical claims while extending empirical specificity within higher education settings. The findings reinforce that academic ecosystems thrive optimally when governance structures cultivate epistemic trust, academic freedom, equitable workload distribution, and opportunities for scholarly growth. Failure to stabilize these micro-ecologies induces emotional detachment, institutional cynicism, and attrition-driven intellectual capital erosion.

Thus, the study positions organizational climate as a strategic lever capable of recalibrating faculty engagement architecture, remedying retention crises, and fortifying institutional competitiveness in global academic markets.

### Findings

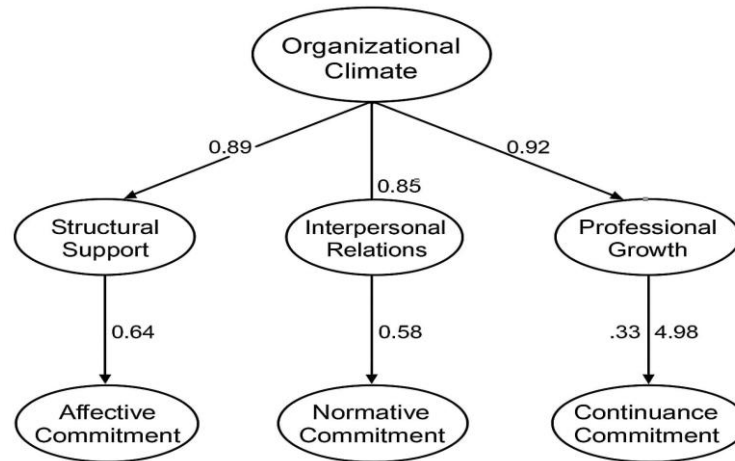
1. Professors perceive a moderately strong university climate.
2. Affective commitment demonstrates the strongest orientation.
3. Climate correlates significantly with all commitment dimensions.
4. Predictive influence is strongest for affective commitment and weakest for continuance commitment.

### Conclusion

The comprehensive empirical evaluation undertaken in this investigation concludes unequivocally that organizational climate represents a foundational structural force shaping emotional, moral, and persistence-based dimensions of commitment among university professors. The predictive modelling results illuminate that institutional environments endowed with psychosocial safety, administrative transparency, relational harmony, and academic resource sufficiency activate high-order affective bonding and normative allegiance, thereby reinforcing sustained professional investment in institutional mission and identity. This discovery substantiates that academic commitment is psychologically mediated rather than transactionally induced.

The attenuated predictive effect on continuance commitment further clarifies that calculative cost–benefit rationality is not the principal determinant of faculty retention; rather, retention is anchored in affective integration and ethical reciprocity. Therefore, universities operating under mechanistic or bureaucratic frameworks premised on transactional reward systems will continue to face erosion of academic talent and competitive disadvantage unless organizational climate is strategically reconstructed to align with psychological engagement paradigms.

The findings also offer substantive implications for policy and governance. Institutional leadership must transition from hierarchical supervisory models to collaborative and participatory climate architectures, enabling distributed decision-making and intellectual autonomy. Structural interventions such as climate audits, professional development ecosystems, transparent evaluation protocols, and trust-centric administrative cultures emerge as critical levers for strengthening faculty loyalty. Moreover, resource allocation must shift toward competence-development infrastructures and research-supportive ecologies to maximize intrinsic motivation and collective academic output.



In theoretical domains, this study enhances the conceptual framing of climate–commitment models by demonstrating predictive validity in higher-education contexts, thereby countering the corporate-centric bias embedded in earlier scholarship. Methodologically, the high-resolution multivariate regression paradigm advances analytical rigor and opens trajectories for further inquiry using longitudinal modelling, hierarchical linear modelling, and structural equation modelling (SEM) for multi-level causal inference. The study calls for a paradigm shift in higher-education governance—from transactional retention mechanisms toward climate-driven engagement architectures. Institutions that cultivate psychologically vibrant climates will secure faculty commitment not through obligation or dependency, but through emotional allegiance and ethical solidarity—thus ensuring academic resilience, intellectual capital sustainability, and competitive institutional advancement.

### Implications

- ✓ **Policy Implication:** Climate assessment metrics should be institutionalized in governance evaluation.
- ✓ **Theoretical Contribution:** Enhances climate-commitment modelling validity in academic systems.
- ✓ **Practical Utility:** Strengthens faculty motivation and institutional durability.

### Future Research Scope

- ✓ Longitudinal model testing
- ✓ Multilevel structural equation modelling
- ✓ Cross-institutional cultural comparison

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