

The Effects of Organizational Climate on Job Involvement-Job Security and Organizational Commitment as Mediators

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ABSTRACT

The purpose of the research is to explore the relationships among the organizational climate, job security, organizational commitment, and job involvement. It further verifies the mediating effects of job security and organizational commitment between organizational climate and job involvement. In this study, principal insurance practitioners were recruited as the research subjects. Through purposive sampling, a total of 530 questionnaires were sent out, and 399 valid questionnaires were retrieved. The valid response rate is 75.3%. The results showed that: (1) there is a significant positive relationship between organizational climate and job involvement; (2) there is a significant positive relationship between organizational climate and job security; (3) there is a significant positive relationship between job security and job involvement; (4) there is a significant positive relationship between organizational climate and organizational commitment; (5) there is a significant positive relationship between organizational commitment and job involvement; (6) job security has mediating effects between organizational climate and job involvement; (7) organizational commitment has mediating effects between organizational climate and job involvement. In the end of this study, management practices and recommendations are proposed.

Keywords : Organizational Climate、 Job Security、 Organizational Commitment、 Job Involvement

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