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Mapping the Evolution of Organizational Climate and Job Satisfaction (2002-2024)"

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Abstract

Organizational Climate is essential to research in order to cultivate a happy and successful work environment. Organizations may establish work environments where employees feel valued and driven by having a thorough awareness of the numerous aspects that impact employee engagement and satisfaction. This paper highlights the key characteristics and current practices of organizational climate. Between 2000 and the early 2024, a bibliometric analysis of 350 studies was conducted to identify research activity on organizational climate and job satisfaction. The data is then analyzed using the bibliometric R package. Our study employed scientific methods to comb through a large body of literature. We search for writers and papers with a high citation count in order to assess influence. The paper examines the literature on current topics, impediments to literature growth, and potential future research areas. Organizational climate is a concept which grow from past decade. International Journal of Occupational Safety and Environmental Health and Journal of Business Ethics and Safety Science are the top contributing journals. Thematic analysis reveals the importance of emphasizing organizational climate and job satisfaction in research design. These findings can be used by educators, researchers, and stakeholders to promote organizational climate in Academia.

Keywords: Organizational climate; Scopus; bibliometric analysis.

Introduction

Stress, burnout, Inadequate support for professional development, favoritism are serious problems facing by the education sector threatening teaching profession and development. In recent times, organizational management has come to acknowledge that human resources play a vital role in achieving a long-lasting competitive edge and effectiveness. The workforce is no longer perceived as a costly liability but, instead, is recognized as a valuable asset that generates productivity. While it is recognized that cultivating a favorable work environment is an objective of most organizations to foster the growth of their employees, a considerable number of organizations tend to overlook the significance of the organizational climate.

Employees' general attitude is strongly correlated with the benefits they believe they will gain after making sacrifices; satisfaction arises when individual requirements are satisfied and related to the degree of likes and dislikes associated with employees. A good sensation at work is known as job satisfaction, and it is the effect/outcome of analyzing different work-related factors. The total

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UGC CARE I

"feeling" that an organization conveys through its physical layout, participant interactions, and member behavior towards customers and other outsiders is known as its organizational climate (Luthans, 2011). Accordingly, the organizational climate refers to the subjective sense that employees have while working there, which is shaped by the internal environment of the company and influences their actions. The management affects one of the internal environments of infrastructure and amenities (D. G. Cotts, 2010). Thus, an organization's ability to manage its facilities and infrastructure effectively will be impacted by its overall. Consequently, empirical study on the indirect impact of organizational environment on job satisfaction through facilities and infrastructure management must be done. According to Gibson (2012), job satisfaction is a personal statement of well-being connected to completing tasks allocated to oneself. Organizational climate has a direct impact on job satisfaction (Anderson, Potočnik, & Zhou, 2014). Recently, organizational climate has been investigated as a potential predictor of job contentment. Developing a framework that looks at other factors as an organizational climate intervening variable on job satisfaction is important. This is important to find out what factors can tangentially relate to job satisfaction and organizational atmosphere. Organizational Citizenship, or OCB, is a member behavior that can be advantageous to the firm since it makes the member feel like they belong actions. Because it can increase corporate efficiency, this behavior is desirable and is often discussed by specialists in the field of organizational behavior. The findings demonstrated a strong correlation between OCB and organizational climate (Kim, Kim, Newman, Ferris,&Perrewé,2019). According to research, a strong, supportive workplace culture will result in high OCB, which will raise job satisfaction .Additional research (Jeon, Kwon, Walsh, Burnham, & Choi, 2019) supports this view by demonstrating the positive and considerable value of organizational climate and OCB. So it may be stated that organizational climate is the perception of organizational members (individuals and groups) and those who are always in contact with the organization (e.g., suppliers, consumers, consultants, and contractors) about what is happening or happening in organizational environment. The internal environment of an organization frequently influences the attitudes, behaviors, and performance of the organization; this, in turn, affects the performance of the organization as a whole (Soparidah & Hanafi; Shanker, Bhanugopan, Van der Heijden, &Farrell, 2017).Thus, it may be said that the High OCB will follow an organization with a more favorable organizational climate, which can inevitably boost job satisfaction. This leads to the assumption that job satisfaction is indirectly impacted by organizational environment through OCB. The most cited authors, papers, studies, citation patterns of prestigious journals, institutions, and nations will all be taken into consideration in this study's analysis, which will also be graphically represented. In order to preserve the culture of the company, this method examines the publication pattern and the development of articles, particularly those that address employee work happiness. Thus, the following research questions will be studied:

RQ1 what are the developments of Organizational climate practices articles?
RQ2 which are the most well-known journals in this area and what impact factors do they have?
RQ4 which institutions and countries have published more about the topic of Organizational climate practices, and what is a cooperation network between countries?
RQ5 what is the intellectual structure of this field of study?
RQ6 what is the common focus of this research among researchers in this field?

2. Literature Review

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UGC CARE I

2.1. Job Satisfaction

For many years, job satisfaction has been a focus of organizational behavior studies. It is typically described as a person's assessment of their employment or work experience, either favorably or unfavorably (Spector, 1997). Because it is linked to higher levels of motivation, engagement, and performance as well as reduced levels of absenteeism and turnover, a high degree of job satisfaction is desired for both people and companies (Judge et al., 2017). Many factors have been found to be significant predictors of job satisfaction. A few typical dimensions are compensation and benefits, work-life balance, job security, career 8 opportunities, the working environment, workload, recognition and feedback, autonomy, meaningful work, and workforce diversity and inclusion, as was previously discussed (Spector, 1997; Warr et al., 1979; Allen et al., 2000; Hackman and Oldham, 1976; Shore et al., 2011). Moreover, studies have demonstrated that a number of individual, work-related, and organizational factors have an impact on job satisfaction. For instance, it has been discovered that personality qualities like neuroticism and extraversion are connected to job satisfaction (Judge et al., 2002). Likewise, aspects of the job like task diversity, skill variety, and task identity have been connected to job satisfaction (Hackman and Oldham, 1976). Job satisfaction has been found to be impacted by organizational elements such as leadership style, corporate culture, and human resource policies (Judge et al., 2017; Shore et al., 2011). Furthermore, substantial research has been done on the connections between job satisfaction and other outcomes related to the workplace, such as job performance, absenteeism, and turnover. According to research, job satisfaction and job performance are positively correlated, but turnover and absence are negatively correlated with job satisfaction (Judge et al., 2017). These results underline the need of fostering a happy workplace and elevating employee satisfaction in order to enhance overall organizational outcomes. Several dimensions and factors have been discovered as significant predictors of employee job satisfaction, which has been extensively explored in the literature. Pay and benefits are one of the most frequently stated dimensions. Higher compensation and more generous benefit packages are regularly linked to job happiness, according to research (Judge et al., 2017). Work-life balance is a significant factor in job happiness. Higher levels of job satisfaction are typically reported by workers who feel they can successfully juggle their work and personal obligations (Greenhaus & Powell, 2006). Also, it has been discovered that job security is a significant factor in determining job happiness, with workers who feel secure in their position reporting higher levels of job satisfaction (Warr et al., 1979).

2.2. Organizational Climate

Organizational climate serves as a gauge to assess employees' perceptions of their employer's policies and practices. By monitoring this gauge, organizations can better align their policies and practices with their overall goals and strategies. In contrast to organizational culture, which can be somewhat abstract, organizational climate can be broken down into distinct categories that directly influence measurable outcomes. This adaptability makes it a crucial tool for leaders who can use it to predict how employees might react to new policies, changes, or existing policy measures. Organizational climate shares similarities with an individual's personality. Much like how a person's personality is distinctive and significantly shapes their behavior, attitudes, and perceptions, a specific organizational climate is also unique and exerts a profound influence on how individuals perceive work-related aspects like relationships, autonomy, and organizational structures. Similarly, just as an individual's personality is developed and shaped over time through experiences and interactions, creating and nurturing an organizational climate is not something that

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UGC CARE I

can be achieved overnight. Rather, it requires a continuous process of accumulating experiences and fostering interactions to establish a lasting and meaningful organizational climate. Organizational climate as “The idea of "organizational climate" organizational appears to refer to an attribute or set of attributes, of the work environment”. Organizational climate is the term frequently employed to describe the psychological structure of organization and their sub units. Organization climate defined as the 'feeling or mood of an organization. Climate is generally considered to be a molar construct that can change over time. It is perceived by and shared among members, which can result in consensus among individuals. “Organizational climate has been defined as employees´ perceptions of the events, practices, and procedures and the kinds of behaviours that are rewarded, supported and expected. Organizational climate therefore deals with the perceptions of employees regarding important work-related aspects of the organizations values (Rahimic, 2013). It consists of global impressions of the organization that members form through interacting with each other and organizational policies, structures and processes Climate perceptions are descriptions of environmental events and conditions rather than evaluations of them. The climate construct is multidimensional. Climate can potentially influence an individual's behaviour (Castro & Martins, 2010). Organizational Climate is affected by events and characteristics of the organization, and it in turn exerts a strong influence on the behaviour of the organization's members and on the culture. Climate is influenced by the prevailing economic and business environment, as well as by the criteria of effectiveness. Also, socialisation, structure, managerial convergence, standards, the reward structure, behavioural norms, physical conditions, atmosphere, and management policies and behaviour exert a formative influence on climate (Turnipseed, 1988). Organizational climate is the shared perceptions employees have about the work environment, policies, practices, and values of their organization. It is considered to be an important determinant of job satisfaction as it shapes employees’ attitudes and behaviours in the workplace (Schneider & Synder, 1975). (Kalliath and Beck, 2001) found that employees’ perceptions of their organization's climate, including factors such as leadership, communication, and opportunities for growth, were significantly related to their job satisfaction. Similarly, (Farokhi & Murty, 2014) found that positive organizational climate, characterized by supportive leadership, open communication, and fairness was significantly related to job satisfaction among employees in a public sector organization in India In contrast, negative organizational climate has been found to be associated with lower levels of job satisfaction. It is a set of properties of the work environment, perceived directly or indirectly by the employees. Organization climate not only influences employee behaviour, but is an important predictor of organizational success. It is an interaction of components like culture, structure, system, leadership, and employee related variables (Agarwal, 2015). Organizational climate is a set of properties of the work environment, perceived directly or indirectly by the employees. Organization climate not only influences employee behavior, but is an important predictor of organizational success.

Research Methodology

Bibliographic data, which includes the quantity of authors, papers, citations, institutions, and nations, is assessed using bibliometric indicators. Furthermore, the documents utilized in the analysis came from Scopus, the biggest database of multidisciplinary, peer-reviewed literature (Mongeon & Paul- Hus (2016). Because there are many high-quality business and management articles in this collection, it is frequently utilized to obtain quantitative analysis (Verma &

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UGC CARE I

Gustafsson, 2020). Because of various indexing problems found in notes from various sources, the majority of the time there is no formal integration, and a significant amount of cleanup work that is deemed laborious and ineffective, the author would prefer not to use Google Scholar. This study's analysis structure is the same as some popular bibliometric studies'. The study uses the following keywords to get 350 articles from the Scopus.com database between 2000 and 2024: TITLE-ABS-KEY ("JOB SATISFACTION" and "ORGANISATIONAL CLIMATE").Next, the document is scrutinized to be examined in more detail using the R program from the Scopus document. The data for this study was obtained from Scopus database by using the following search string for title, keywords, and abstracts & used other filters to minimize the data:

(TITLE-ABS-KEY (organizational AND climate) AND TITLE-ABS-KEY (job AND satisfaction

)) AND (LIMIT-TO (SUBJAREA , "BUSI") OR LIMIT-TO (SUBJAREA ,"SOCI")) AND (LIMIT-TO (DOCTYPE , "ar") OR LIMIT-TO (DOCTYPE , "cp") OR LIMIT-TO (DOCTYPE , "re") OR LIMIT-TO (DOCTYPE , "ch")) AND (LIMIT-TO (EXACTKEYWORD , "Job Satisfaction") OR LIMIT-TO (EXACTKEYWORD , "Organizational Climate") OR LIMIT-TO (EXACTKEYWORD , "Working Conditions"))AND (LIMIT-TO (SRCTYPE , "j") OR LIMIT- TO (SRCTYPE , "p") OR LIMIT-TO (SRCTYPE , "k") OR LIMIT-TO (SRCTYPE , "b"))

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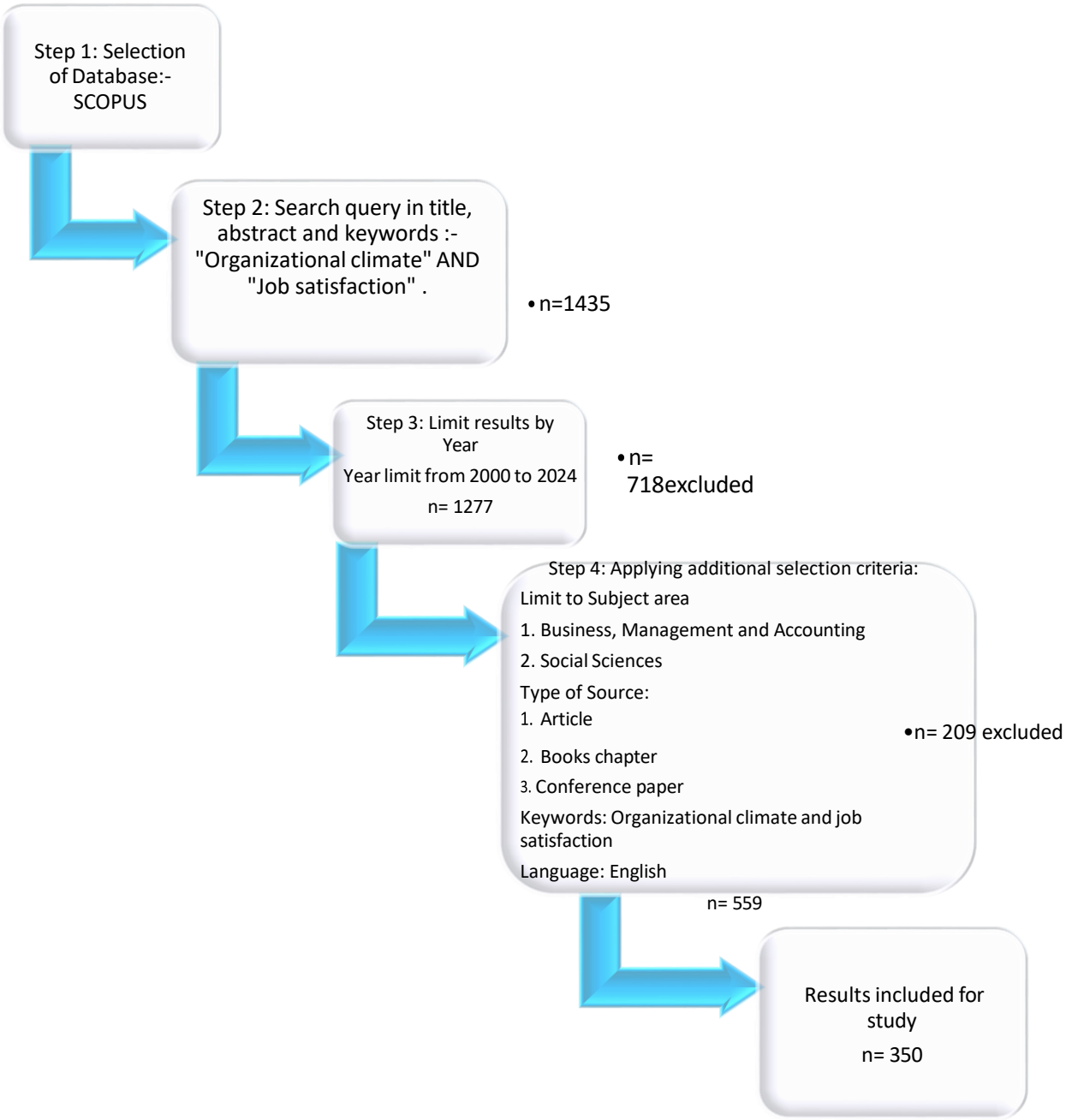

Figure 1 Flow chart of the study

Primary information about the collected data

The dataset spans from 2000 to 2024, encompassing 350 documents sourced from 240 journals, books, and other outlets. With an annual growth rate of 12.53%, the documents have an average age of 8.31 years, and each has been cited, on average, 32.75 times, contributing to a total of 18,701 references. The content includes 1,049 indexed keywords (Keywords Plus) and 960 keywords

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UGC CARE I

provided by authors. The dataset includes contributions from 997 different authors, with 55 of them writing single-authored works. In total, 56 documents are single-authored. Collaboration is common, with an average of 3.02 co-authors per document, and 21.14% of the documents involve international co-authorships, indicating strong global collaboration. In terms of document types, the majority (308) are journal articles, followed by 25 conference papers, 11 reviews, and 6 book chapters. This reflects a wide array of scholarly contributions across different formats.

Description	Results
MAIN INFORMATION ABOUT DATA	
Timespan	2000:2024
Sources (Journals, Books, etc)	240
Documents	350
Annual Growth Rate %	12.53
Document Average Age	8.31
Average citations per doc	32.75
References	18701
DOCUMENT CONTENTS	
Keywords Plus (ID)	1049
Author's Keywords (DE)	960
AUTHORS	
Authors	997
Authors of single-authored docs	55
AUTHORS COLLABORATION	
Single-authored docs	56
Co-Authors per Doc	3.02
International co-authorships %	21.14
DOCUMENT TYPES	
article	308
book chapter	6
conference paper	25
review	11

Table no. 1, Main information about data

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UGC CARE I

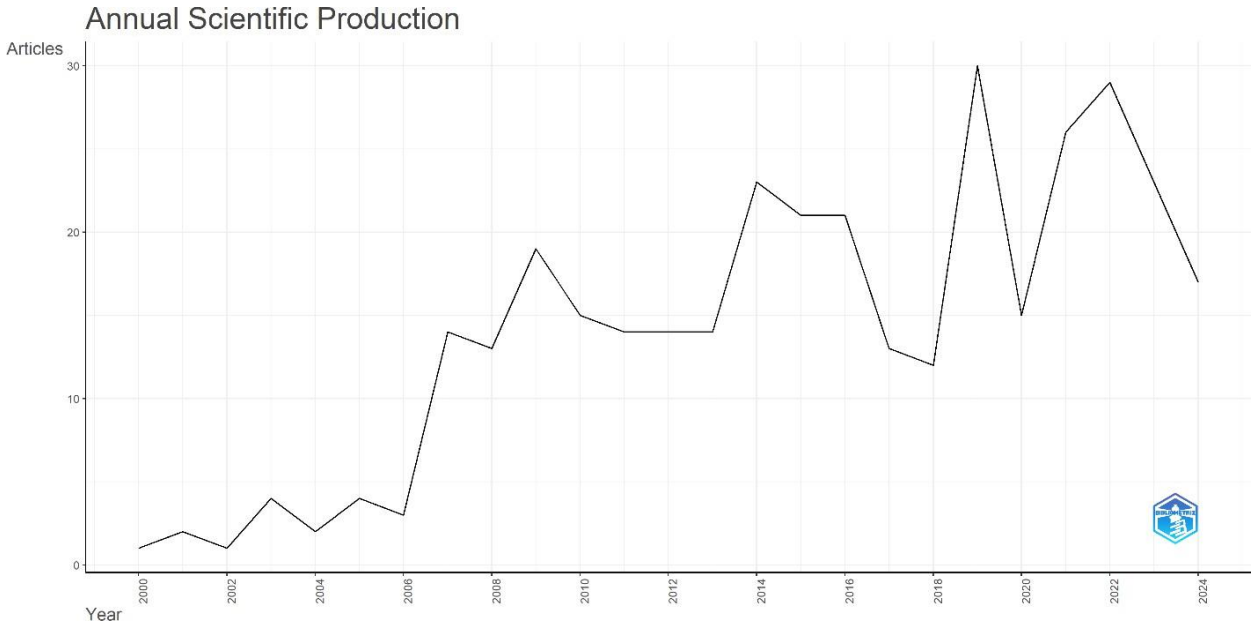

Figure 1, Annual scientific production

The diagram illustrates the annual scientific production, measured by the number of articles published from 2000 to 2024. The trend begins with relatively low and fluctuating production, with a gradual increase in output after 2006. Notable growth in the number of published articles occurs after 2010, with peaks indicating significant years of scientific productivity. However, the data also shows intermittent declines, particularly sharp fluctuations between 2018 and 2021, where output rose dramatically and then dropped. After peaking again in the early 2020s, the number of articles has decreased towards 2024. Overall, the graph reflects a pattern of increasing scientific production over the years, though marked by periods of both growth and decline.

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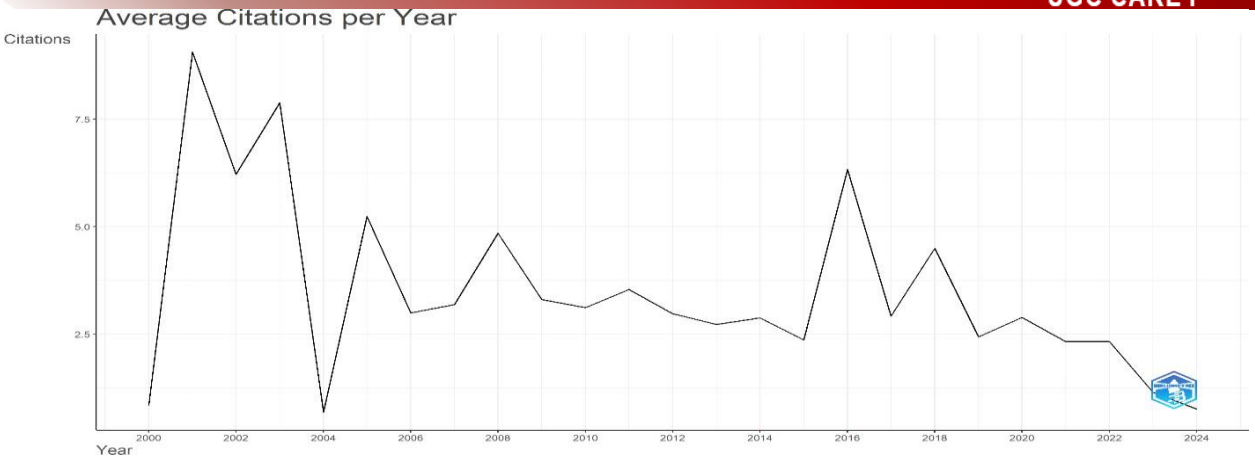

Figure 2, Average citations per year

The diagram shows the "Average Citations per Year" from 2000 to 2024, measuring how frequently scientific articles were cited on average during each year. The graph begins with a high number of average citations around 2000, exceeding 7.5 citations per article. This early period is marked by sharp fluctuations, with peaks in citation counts followed by significant drops, particularly from 2004 onward. The number of average citations stabilizes somewhat between 2008 and 2018, though with occasional spikes. From 2019 onward, the average citations show a noticeable decline, falling steadily and reaching nearly zero by 2024. This trend suggests that, despite variations in earlier years, recent scientific articles have been cited less frequently, possibly indicating changing research focus, quality, or visibility of the publications in later years.

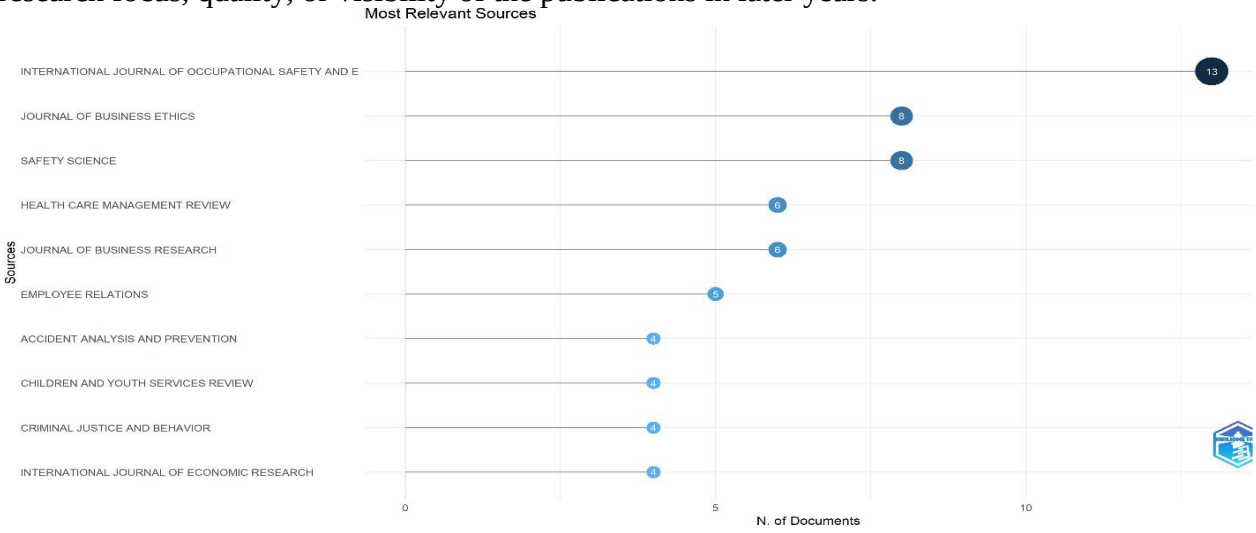

Figure 3, most relevant sources

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UGC CARE I

The diagram represents the "Most Relevant Sources" in terms of the number of documents published across various journals. Each horizontal line corresponds to a specific academic journal, while the dots indicate the number of documents sourced from that journal. The **International Journal of Occupational Safety and Environmental Health** stands out as the most relevant source, contributing 13 documents. Following this, both the **Journal of Business Ethics** and **Safety Science** are tied, each with 8 documents. Other significant sources include **Health Care Management Review** and the **Journal of Business Research**, each with 6 documents. The remaining journals, such as **Employee Relations**, **Accident Analysis and Prevention**, **Children and Youth Services Review**, **Criminal Justice and Behavior**, and the **International Journal of Economic Research**, each contributed between 4 and 5 documents. This visualization highlights the primary sources of academic contributions, emphasizing where the bulk of relevant research is published.

Country	TC	Average Article Citations
USA	3836	47.4
CHINA	647	32.4

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UGC CARE I

SINGAPORE	447	111.8
NETHERLANDS	382	76.4
PORTUGAL	377	125.7
NEW ZEALAND	328	164
UNITED KINGDOM	311	44.4
SPAIN	299	42.7
CANADA	291	48.5

Table no. 2 most cited countries

The data compares total citations and average article citations across several countries, highlighting the global impact of scholarly contributions. The **USA** leads with the highest total citations, accumulating 3,836, with an average of 47.4 citations per article. **China** follows, with 647 total citations and an average of 32.4 citations per article. Despite having fewer total citations, **Singapore** stands out for the high impact of its research, boasting an average of 111.8 citations per article from 447 total citations. Similarly, **Portugal** and the **Netherlands** have high average citations per article, at 125.7 and 76.4, respectively, demonstrating the strong influence of their publications. **New Zealand** shows the highest average citations per article at 164, despite having a lower total citation count of 328, indicating that its research outputs are highly impactful. The **United Kingdom** and **Spain** show moderate levels of both total citations (311 and 299, respectively) and average citations per article (44.4 and 42.7), reflecting steady contributions to global research. Finally, **Canada** has 291 total citations and an average of 48.5 citations per article, reflecting a similar impact to that of the USA. Overall, this data reveals that some countries, like New Zealand and Portugal, have produced highly influential work despite fewer publications, while the USA leads in sheer volume of citations.

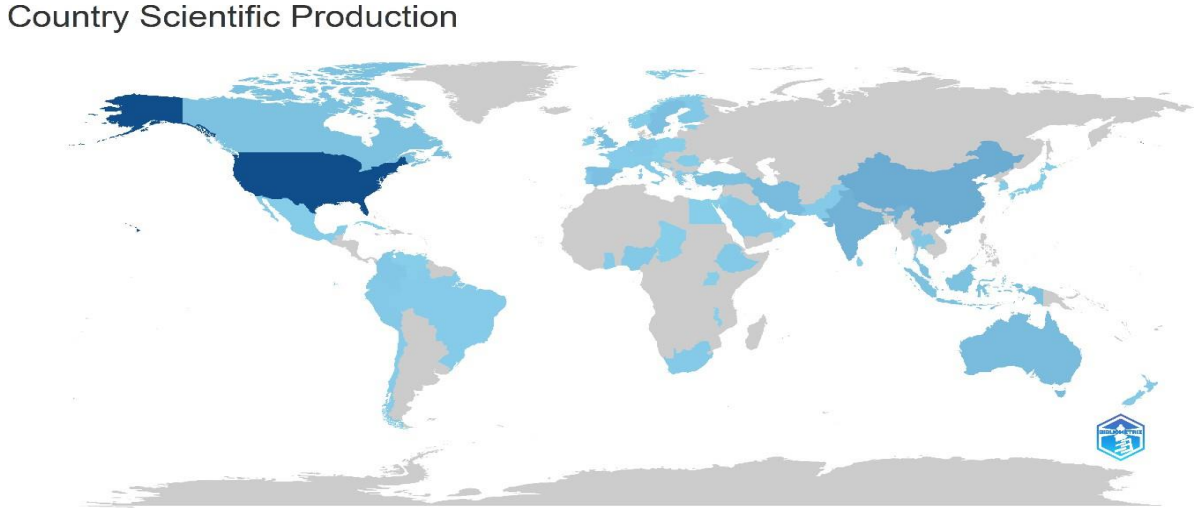

Figure 4, Country scientific production

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UGC CARE I

The *"Country Scientific Production"* map illustrates the global distribution of academic and research output across different countries. The color gradient, from light to dark blue, represents varying levels of scientific productivity, with darker shades indicating higher output. The United States stands out as the most prolific, shaded in the darkest blue, reflecting its leadership in global scientific contributions, driven by a strong network of universities, research institutions, and corporations. Several European nations, such as the UK, Germany, and France, also exhibit significant scientific output, as indicated by medium to dark blue shades, which is consistent with their established research traditions and robust infrastructure for innovation.

In Asia, China, India, and Japan are highlighted as major contributors to scientific production, a reflection of their growing investments in research and development over recent decades. Countries in South America, such as Brazil, and regions like Oceania, particularly Australia, are also represented, though with less intensity compared to North America, Europe, and parts of Asia.

On the other hand, vast areas of Africa, the Middle East, and some regions in Central Asia and the Pacific Islands are shown in grey, signifying minimal or negligible scientific output. This highlights the global disparity in research and development capabilities, with some regions contributing little to global scientific knowledge, likely due to economic, educational, and infrastructure limitations. Overall, the map emphasizes both the concentration of scientific productivity in certain world regions and the gaps in global academic contribution

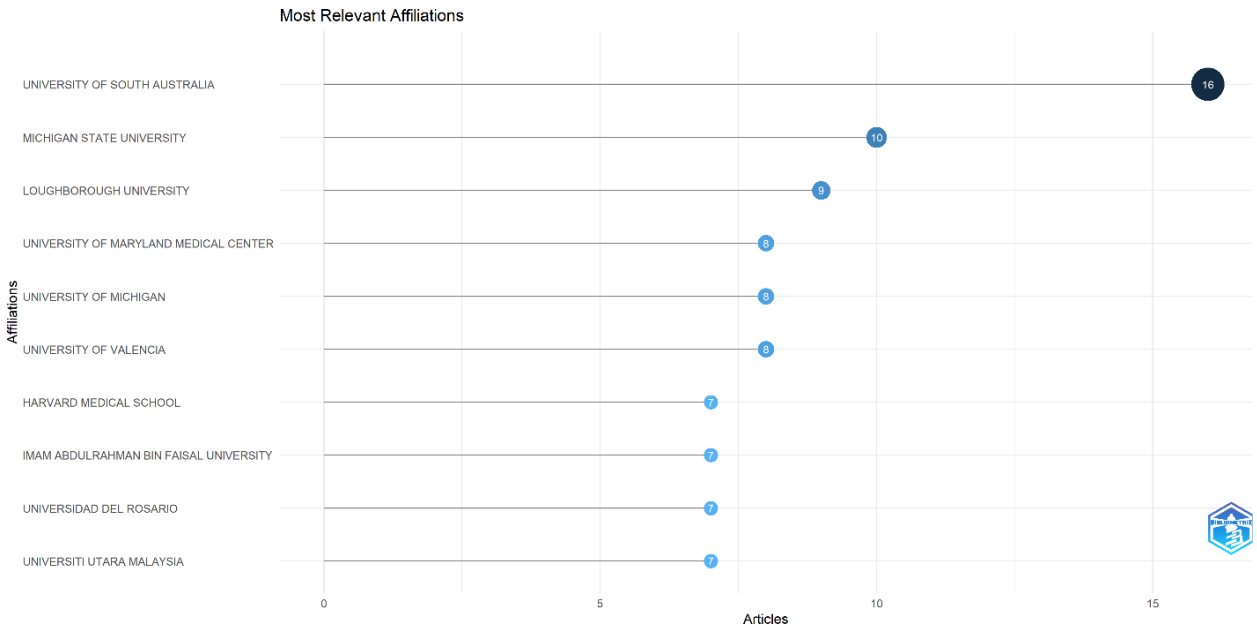

Figure 5, most relevant Affiliations

The graph titled *"Most Relevant Affiliations"* highlights the institutions that have contributed the most to the body of research on the given topic, based on the number of published articles. The

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University of South Australia leads with 16 articles, making it the most prominent contributor. Following closely are Michigan State University with 10 articles and several institutions, including Loughborough University, the University of Maryland Medical Center, the University of Michigan, and the University of Valencia, each contributing 8 articles. Other notable contributors, such as Harvard Medical School, Imam Abdulrahman Bin Faisal University, Universidad del Rosario, and University Utara Malaysia, have each produced 7 articles. The data shows a diverse range of institutions from different countries, indicating a global interest in the research topic. However, the leadership of certain institutions suggests they may have specialized research centers or more active faculty involvement in the subject area. The prominence of medical and general universities alike points to the interdisciplinary nature of the research being undertaken.

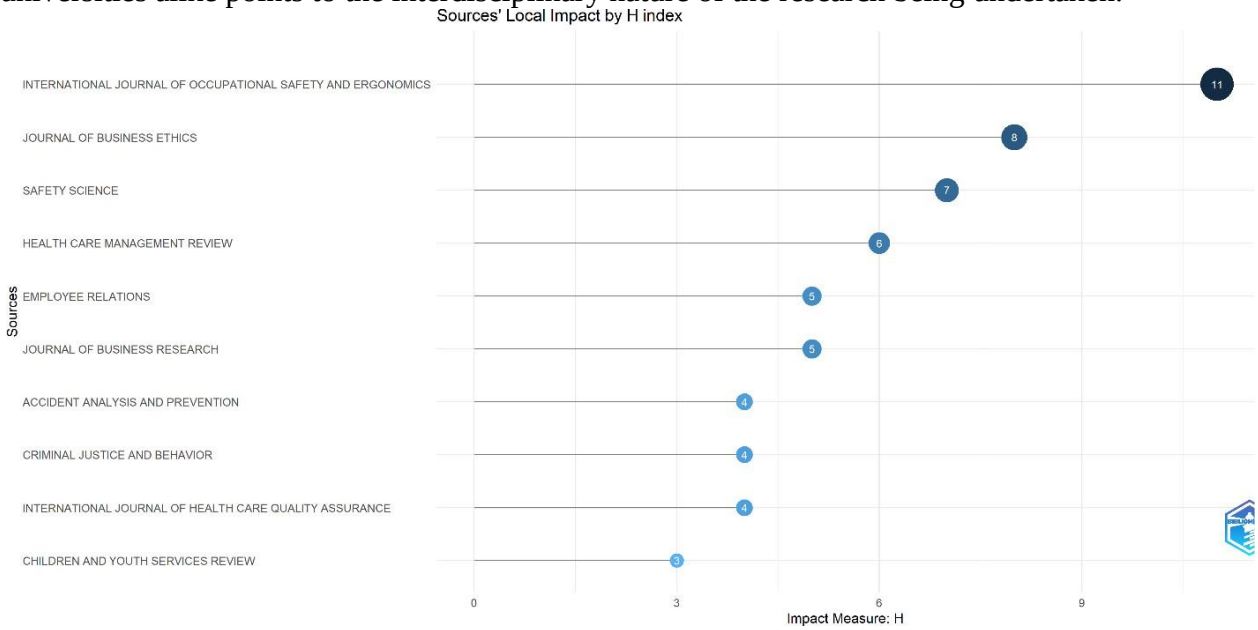

Figure 6, Sources local impact by H- index

The graph titled *"Sources' Local Impact by H-index"* illustrates the influence of various academic journals based on their H-index, which measures the productivity and citation impact of the publications within these sources. At the top of the chart, the *International Journal of Occupational Safety and Ergonomics* holds the highest local impact, with an H-index of 11, indicating it has a significant presence in its field. Following that, the *Journal of Business Ethics* shows an H-index of 8, reflecting its strong influence in business ethics-related studies. *Safety Science* and *Health Care Management Review* have H-index scores of 7 and 6, respectively, indicating their moderate impact. The *Journal of Business Research* and *Employee Relations* both score an H-index of 5, placing them in the middle range of impactful journals. Other journals like *Accident Analysis and Prevention, **Criminal Justice and Behavior, **International Journal of Health Care Quality Assurance, and **Children and Youth Services Review* have H-indices between 3 and 4, suggesting a more niche but still notable influence within their specific areas of study. This graph helps identify the most impactful journals in terms of local research, providing insight into where the most relevant and frequently cited articles are published.

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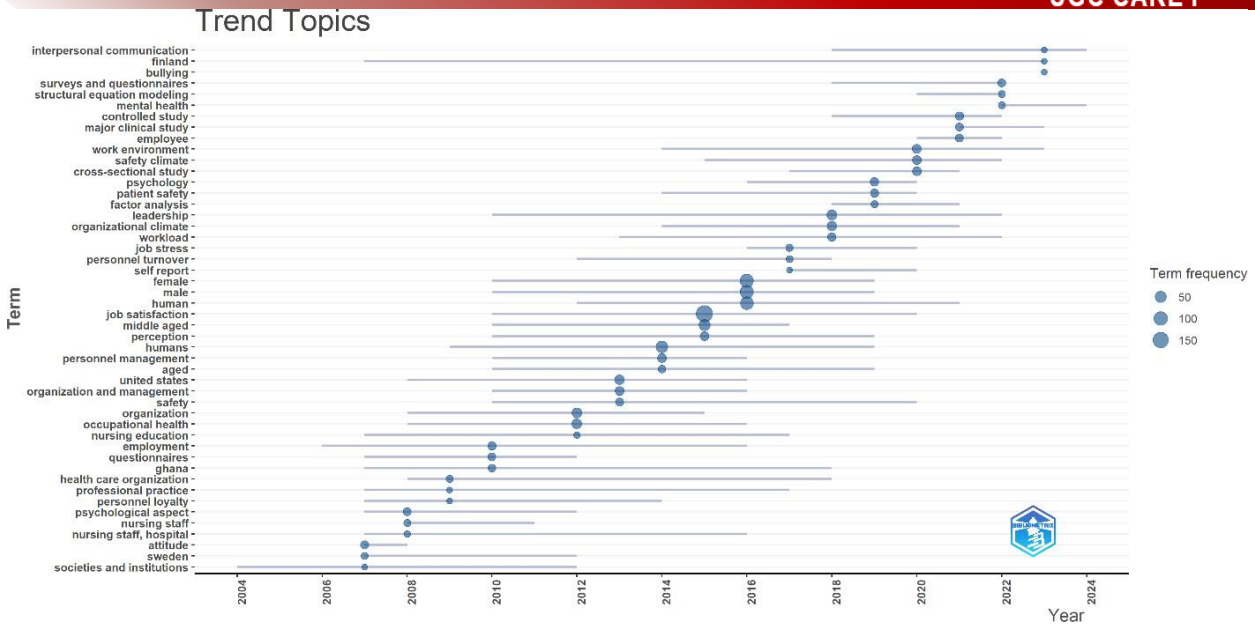

Figure 7, Trend Topics

This graph shows the frequency and trends of various research topics from 2002 to 2024, with the size of blue circles representing the term frequency in each year. The topics range from interpersonal communication, mental health, and safety to specific areas like nursing staff and organizational climate. Over time, there's a noticeable increase in attention to these subjects, especially from 2015 onward. Topics like "interpersonal communication," "Finland," and "bullying" have sustained relevance, while newer terms like "psychological aspect" and "nursing staff" have gained more focus in recent years. The chart highlights a growing academic or professional interest in areas related to healthcare, organizational behavior, and personnel management.

Conclusion

In conclusion, there has been a noticeable increase in scholarly interest and research in the areas of organizational climate and work satisfaction between 2000 and early 2024. We identified important contributing writers, organizations, and publications using bibliometric techniques; the International Journal of Occupational Safety and Environmental Health and the Journal of Business Ethics and Safety Science stood out as excellent resources. The changing needs of contemporary work environments are reflected in the trends in study topics, which include an increased emphasis on safety, interpersonal communication, mental health, and certain

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UGC CARE I

professional groups like nursing staff. The eminence of establishments such as Michigan State University and the University of South Australia highlights the international and multidisciplinary character of this field's research. Our results demonstrate the necessity of maintaining the focus on job satisfaction and organizational climate in research, since these elements are essential to developing a motivated, effective, and healthy workforce. To further our understanding of the dynamic linkages between work environments, employee engagement, and overall organizational success, future research should investigate emerging areas, overcome existing barriers, and build on the patterns seen. Through well-informed policies and practices, these insights can be useful tools for educators, researchers, and stakeholders in academia and beyond.

Implications of the study

With a direct connection to the Sustainable Development Goals (SDGs) of the UN, the study's findings on organizational environment and job satisfaction have significant implications for both academic research and real-world applications. The main ramifications and how they relate to particular SDGs are listed below:

1. Enhancing Employee Well-being (SDG 3: Good Health and Well-being)

By identifying the factors that influence job satisfaction and organizational climate, organizations can create healthier and more supportive work environments. This study emphasizes the importance of mental health, safety, and interpersonal communication, providing insights into how workplaces can reduce stress, burnout, and absenteeism. The focus on employee well-being ties directly to SDG 3, which advocates for healthy lives and the promotion of well-being at all ages. A positive organizational climate contributes to mental and emotional health, ensuring that workers are not only physically safe but also psychologically supported.

2. Fostering Inclusive and Safe Work Environments (SDG 8: Decent Work and Economic Growth)

The study emphasizes how crucial it is becoming to establish welcoming and encouraging work environments, especially in industries like healthcare and education. Through tackling problems like harassment, discord amongst coworkers, and job insecurity, establishments can cultivate secure and courteous work environments that improve output and staff retention. By promoting decent work for all, this supports SDG 8, which advocates for sustained, inclusive, and sustainable economic growth. By fostering an environnt where employees feel appreciated and involved, a healthy organizational climate immediately supports economic growth, job satisfaction, and productive employment.

3. Promoting Gender Equality and Reducing Workplace Discrimination (SDG 5: Gender Equality)

The study highlights gender-specific problems, such as bullying and interpersonal communication issues as well as how nursing staff—a predominantly female workforce—is treated. This emphasizes how gender disparity in corporate culture needs to be addressed.

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This is in line with SDG 5, which aims to empower women and girls and attain gender equality. Organizations can lessen gender-based discrimination and guarantee equitable possibilities for career progression and job satisfaction by enhancing the workplace environment.

4. Strengthening Educational Institutions and Research Capacity (SDG 4: Quality Education)

The study's identification of important organizations that have contributed to organizational climate research highlights the significance that colleges and research facilities play in disseminating best practices and information. Encouraging research in this field can improve the way that courses on occupational health, human resource management. Quality education that is inclusive and equitable is emphasized. This study supports the creation of educational programs that give aspiring leaders the skills they need to establish productive workplaces by promoting academic research and offering insights into practical organizational climate techniques.

5. Encouraging Sustainable Practices and Long-term Organizational Health (SDG 9: Industry, Innovation, and Infrastructure)

The results highlight the necessity of ongoing investigation and creativity in creating workplace environments that give sustainability, worker happiness, and safety first priority. Organizations can invest in strategies that support sustained employee engagement and organizational resilience. This is related to SDG 9, which promotes innovation and the development of resilient infrastructure. Businesses may guarantee long-term growth, improved employee performance, and sustainable operations by encouraging healthier organizational climates.

6. Global Collaboration for Knowledge Sharing (SDG 17: Partnerships for the Goals)

This study's diverse array of collaborating institutions from throughout the globe emphasizes the value of cross-national cooperation in furthering organizational climate research. International knowledge exchange can result in more efficient global workplace management techniques. SDG 17 encourages international cooperation and partnerships in order to accomplish sustainable development goals. This study is an example of how collaborations between academic institutions and businesses may benefit both parties by promoting improved working conditions across the globe.

By connecting organizational climate research to SDGs, this study not only advances academic discourse but also contributes to the broader goals of improving work environments, promoting well-being, and achieving sustainable growth across various sectors.

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