Organisational Climate and its Impact on Job Satisfaction

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ABSTRACT

Introduction: Employee satisfaction is crucial for a company to prosper. Because it influences a person's attitude toward their work and raises the possibility that an organisation will outperform its competitors. Job satisfaction plays a vital role in the growth of an organisation.

Background: A company's "organisational climate" is a group of characteristics that distinguishes it from other organisations and is comparatively simple to alter. The organisational climate refers to how employees perceive and describe their surroundings inside a company from an attitude and value standpoint. From job design to monitoring, work satisfaction has been one of the aspects of organisational culture that has attracted the most academic attention.

Purpose: Against this backdrop, the current study aims at analysing the importance of organisational climate and its impact on job satisfaction. In order to outline the same, the study reviews the body of existing research on the subject.

Findings: Results elucidate that (i) the study discovered that the amount of research on the influence of organisational climate on employee retention is quite low; (ii) there is also a lack of thorough investigation into the connections between organisational atmosphere and burnout prevention; and (iii) it should be noted that employee wellbeing as a consequence of both organisational culture and work satisfaction is understudied.

Keywords: organisational climate, organisational culture, employee retention, employee performance,employee burnout,.

I. INTRODUCTION

Pecino et al. (2019) stated that one of the earliest and most generally used definitions of organisational climate states that it is a collection of traits that characterises an organisation, sets it apart from others, and is relatively easy to change. A positive work environment that fosters employee performance over time and can affect how individuals behave inside it is known as the organisational climate. Positive working conditions will produce motivated staff members that enjoy their jobs. The fact that work environment is a very accurate predictor of organisational and employee success is therefore not surprising.

According to Rožman&Štrukelj (2021) organisational environment is frequently ignored by companies; as a result, staff productivity and engagement may be quite poor. The way people perceive and characterise their surroundings within an organisation, from an attitude and value perspective, is known as the organisational climate. Perceptions include ideas of commitment, trust, justice, friendliness, leadership support, cooperation, and dispute resolution. The policies, practices, and procedures that are expected, encouraged, and rewarded with relation to the organisation's human resources are reflected in the organisational climates as perceived by the workforce. It is recognised as a significant element having important consequences for organisational behaviour and human resource management.

Dehring et al. (2018) suggested that organisational climate, which describes the workplace, is made up of elements including social support (from coworkers and supervisors), leader relationships, role clarity, physical aspects, job pressure, and innovation. There is evidence that the psychological and physical health of employees is directly impacted by organisational climate factors. Numerous studies have shown a connection between organisational atmosphere and personal factors like job satisfaction, burnout, work performance, and stress from the workplace. The health and happiness of employees may be impacted by any one of these elements directly or indirectly.

Okoli, I. E. (2018) notes measures of the organisational climate offer managers and team leaders insightful feedback on how their leadership style affects others. According to several studies,

there is a connection between transformational leadership and particular components of the organisational environment, such as the atmosphere for innovation and involvement. Additionally, management's interactions with employees have a big impact on how people perceive the work environment. Fikri et al. (2021) suggest that this suggests that how managers implement human resource policies will have a significant impact on how employees perceive the corporate climate. A helpful manager who cares about their team members and keeps them informed of expectations will be more successful in fostering a positive work environment than a manager who does not exhibit these behaviours.

Ahmad et al. (2018) defined climate as the perceptions of the people in charge of the events, procedures, and behaviour patterns that are rewarded, encouraged, and expected. It is believed that organisational climate is a relevant concept with important consequences for organisational behaviour and human resource management. Additionally, one of the key factors influencing both individual and group attitudes and behaviours in institutions is the organisational environment. The organisational environment and job satisfaction, on the other hand, are two different but linked management study constructs, according to academics. While job satisfaction addresses perceptions and attitudes that employees have about their work, climate focuses on organisational qualities as seen by employees of a business.

According to Asare-Danso (2016), people's views, beliefs, wellness, and sense of well-being were significant environmental factors in which they lived. The scholars divided climate into six categories. These include open climate, autonomous, controlled, familiar, paternal, and closed. The following primary four categories of organisational climate components were identified by researchers: ecology, which encompasses and material aspects of an organisation; milieu, which includes the social aspect of an organisation; social structure, which contains the administrative and organisational structure; and culture, which includes values, ideologies, morals, and ways of thinking.

Liu et al. (2018) stated that "the probability that employees will quit their jobs within a specific time frame is known as turnover intention". Numerous factors, including work stress, workplace violence, job happiness, burnout, perceived organisational support, and organisational commitment, among others, have been shown to have an impact on turnover intention. The intention to stay at a work has been proven to be significantly influenced by job satisfaction; prior research has also demonstrated that this is particularly true in terms of organisational commitment. There is strong evidence to suggest that employees who are highly burned out are more likely to plan to leave their jobs.

II. METHODS
The study has utilised the secondary method for doing this research, wherein the existing literature was thoroughly utilised. The journal papers were extracted using keywords on Google, Research gate, Ebsco, Scopus, Emerald, and Academia. Last seven years research papers have been taken for the review purpose, no paper is older than 2015. All papers that were available directly in English were used, no papers have been deliberately translated into English for the purpose of reviewing the current study. Keywords used for the research such as- "organisational climate and job satisfaction"; "organisational climate and factors affecting"; "Implications of job satisfaction on other eminent attributes";" concept and eminence of organisational climate"; "organisational culture and organisational climate";"organisational climate and employee performance"; "job satisfaction and burnout"; "leadership style and organisational climate"; and "knowledge sharing and employee performance" .

III. LITERATURE REVIEW
3.1 Introduction
Psychological climates, or how people feel about their work surroundings, are the components that make up organisational climate. However, because it is reliant on employee opinions, it can be challenging to exactly define the culture of a business. However, it is undeniable that employee views toward their sense of belonging, interpersonal connections, and job performance are significantly impacted by the workplace environment. Furthermore, it has been discovered that perceptions of organisational climate have an impact on ideas like job happiness, the demand for success, affiliation and power, overall organisational effectiveness and performance, and organisational commitment. Additionally, it has been discovered that organisational commitment of employees to their organisation has a substantial impact on and links with overall organisational performance. Furthermore, it has been discovered that organisational commitment and individual employee performance are associated (Berberoglu, 2018).

For more than 50 years, scientific and professional communities have debated the topic of organisational commitment in the workplace. Lack of devoted workers can lower the quality of services and products and impair the company's performance, whereas committed staff can increase growth and excellence in the organisation. Organisational atmosphere is one of the elements that significantly affects employees' commitment. Research on organisational climate begins with a level-by-level examination of the people involved and a concentration on the factors influencing the psychological climate. Organisational climate is the key idea in organisational behaviour. Reaching organisational goals is facilitated by a favourable organisational climate, which fosters creativity and innovation inside the company. (Bahrami et al., 2016).

3.2 Concept and Eminence of Organisational Climate

An individual's interaction with his supervisors and other employees in the workplace can be measured by the organisational climate. The behaviour of an organisation's members is said to be influenced by its climate (Chung, 2020).

Madhukar &Sharma (2017) claimed that, the opinions of authors on the subject of organisational climate range widely. It is also due to the variety and diversity found in workplace environments, which vary from organisation to organisation and about which each employee is somewhat knowledgeable. Each employee views the workplace culture from the perspective of his or her particular role within the company. This individual view, which differs from that of other people in the workplace and has an impact on both an individual's motivation and behaviour inside the company in concern, serves as a reference for the overall organisational climate. In addition, rather than reality itself, it is the subjective impression of reality that has a greater direct impact on how people behave. It is a proven truth that people's subjective interpretations of reality have a greater impact on how they behave than the actual, objective world. Thus, the organisational environment is somewhere in the between of subjective perception and objective reality, while the former bears a heavier weight. The perceptional description of a company and its objective reality, then, have a strong link.

According to Emmanuel et al. (2020), professional professional growth and communication are the two components of organisational climate. Because they are statistically significant, they seem to anticipate employee emotional commitment in academic institutions. The collective viewpoints, feelings, and attitudes that organisation members hold on its essential elements are referred to as the "organisational atmosphere." The established norms, values, and attitudes of the organization's culture are reflected in these perceptions, emotions, and attitudes, which can either positively affect individual behaviour. The organisational climate is more important than ever since businesses need to make sure that employees who add benefit to the bottom line remain in the organization and continue to give their all to their work.

Sipayung et al. (2021) suggested that a vision or perception of the working environment that is represented in attitudes, actions, beliefs, ideas, views, and behaviours that motivate the organisation's people resources to perform their jobs is known as the organisational climate. There is a relationship between organisational atmosphere and burnout and performance, according to numerous research. A good organisational atmosphere can impact job satisfaction and individual performance. The primary factor influencing employee behaviour in achieving organisational performance is the workplace culture. Burnout is proven to have a major impact on performance and satisfaction. If job burnout causes a decline in performance, it also causes a decline in productivity, which is a concern for organisations. Burnout has a detrimental impact on work productivity, which indicates that an employee's performance will suffer the more burned out they are.

According to Madhukar & Sharma (2017) there is disagreement regarding what the organisational climate is all about.It has been called many things, including a dependent variable, an independent variable, recurrent patterns of behaviour brought on by values, and more.. Utilised consistently over time in an organisation, general opinion of the staff towards the organisational atmosphere that occasionally permeates the business, long-lasting nature of the internal environment of an organisation that its personnel encounter, function of an employee, his interactions with the surroundings of the organisation, and so forth. Researchers have not yet succeeded in developing a shared understanding of the dimensions of concerns about organisational climate.

In this highly competitive environment, knowledge is essential for practically every organisation to gain a competitive advantage. Since knowledge is frequently equated with power, it follows that systematic knowledge management is

the ultimate secret to power for every organisation. Organisations must switch from using knowledge resources instead of conventional resources in this dynamic business environment. Knowledge managers need to be aware of the different conditional elements that affect whether knowledge management techniques are successfully implemented in an organisation in order to do so. One of the most important of these is organisational climate, and they must choose an environment that allows them to choose the optimal knowledge management strategy. An appropriate organisational environment is one that significantly encourages information exchange or dissemination among personnel in an organisation. In addition, a favourable organisational climate has the power to gradually transform the perceptions, beliefs, and attitudes of an organisation's personnel, persuading them to modify the learning environment and utilise new tactics for efficient organisational performance (Choudhury & Das, 2021).

Rahim et al. (2019) argued that it's critical to consider environmental factors that have a moderating impact on an organization's atmosphere. Before an organisation can raise its customer happiness, service quality, and customer loyalty, it must first establish a work environment that fosters improvements in "leadership style, communication, level of trust, fair incentives, staff engagement, and suitable pressures". This is because employee attitudes and behaviours are shaped by workplace culture, which significantly influence how they connect with coworkers and clients. When managers work to develop an organisational climate, together with the internal service environment, better employee well-being can result. Career satisfaction is generally established to be correlated with organisational climate. Although this connection has been established, its origins have not yet been detailed. Work-life balance is one of the possible antecedents. It hasn't been studied in the context of the link between work-life balance and individual well-being, even though organisational climate is often considered as an aggregate at the individual level.

Since various facets of life are undergoing significant and quick change in the modern period, many institutions are placing a high priority on using contemporary management techniques in the workplace. To develop an atmosphere that encourages all staff members and members of the organisation to continue enhancing quality, it is essential to pay close attention to the organisational climate of the institutions. One of the most important current management strategies is improving quality management, which is seen as necessary for accomplishing the aims, objectives, and ambitions that institutions have for reaching excellence and distinction (Aboudahr, 2021).

3.3 Factors affecting organisational climate

Iljins et al. (2015) opines that numerous studies have shown that the development of organisational culture and employee relations are essential for success. The relationship between organisational climate and the organisational culture as described by thought leaders must therefore be examined. Organisational culture is one of the most crucial characteristics of organisational climate. Although the term "climate" has traditionally been used to describe businesses, it may also refer to how individuals view the teams they work with or the tasks they are given. When making decisions about the organisational structure model, the management of the organisation does so within a frame of reference established by the culture. Both national and organisational culture must be taken into consideration while managing change in international business. More research should be done on the effectiveness of national culture in local marketplaces. Everywhere we go, organisational culture is a dynamic phenomena that is continually performed and generated by our interactions with others and influenced by the acts of those in positions of authority. It is a system of rules, conventions, routines, and structures that direct and control behaviour. The essential factor in achieving good performance is creating a solid corporate culture.

Saha (2016) suggested that the primary variables that affect job satisfaction include the "working environment, working conditions, compensation management, incentive schemes, promotion opportunities, job security, communication with manager, relationship with coworkers, and management-employee interaction". On the other hand, "training and development, communication satisfaction, performance evaluation, employee empowerment or decision-making, employee motivation, teamwork, trust between employee and manager, employee wellness, and organisation's image" are all aspects of organisational climate that influence organisational commitment. One of the key elements influencing organisational commitment is the workplace environment. The top management and managers are in charge of upholding and assessing the organisational climate. The organisation's goal to grow staff members by offering good direction, support, working

environments, and working circumstances is primarily where organisational climate can be found. Job satisfaction and organisational commitment can be obtained in an environment that is favourable.

Team commitment is defined as the psychological attachments that the individuals have to the group. Similar to organisational commitment, team commitment has as its objective the team itself rather than the larger organisation of which it is a member. Experts explained that organisations value employees' dedication, which is often thought to decrease withdrawal behaviours like turnover and absenteeism. In the workplace, commitment can take many different forms. Focus of commitment, or to whom or what an employee is committed, is a crucial factor to consider when evaluating a worker (Munyaka et al., 2017).

Gupta &Banerjee (2016) suggested that the creativity contributed by each individual employee, the collective creativity of a team, and the creativity resulting from various organisational structure elements make up organisational creativity. Among other factors at the individual, group, and organisational levels, some of the antecedents found in the literature include personality, intrinsic motivation, group cohesion, social inhibition, cognitive interference, leader member interchange, and organisational culture and climate. According to organisational creativity theory, people are more likely to come up with innovative ideas that incorporate original concepts or novel applications of existing concepts when their workplaces foster idea creation, information exchange, and creative problem solving. Employee intrinsic motivation and organisational culture have a role in developing a productive climate.

Similarly Naranjo-Valencia et al. (2016) also suggested that one of the most important elements that affects a company's long-term performance in today's cutthroat industries is innovation. The values, beliefs, and unspoken presumptions shared by the members of a company are known as its organisational culture. Through its two main functions—internal integration and coordination—such shared values influence employee behaviour by serving as the cornerstone for communication and mutual understanding. Because it can help people accept innovation as a fundamental value of the business and develop dedication to it, culture can encourage innovative behaviour among members of an organisation. Innovation mediates the relationship between specific organisational cultures and performance.

According to Braithwaite et al. (2017) positive results are seen to be associated with a healthier organisational or workplace culture. The term "culture" refers to aspects of institutional life that members of a workplace or organisation share, such as their cognitive beliefs, assumptions, and attitudes, as well as their behaviours, practises, and interactions. These common methods of thinking and doing become normalised and reflect what is eventually accepted as genuine and appropriate inside the organisation or workplace. Members of the workplace or organisation start to take cultural expressions for granted as well. Culture is defined as "the way people think around here" and "the way things are done around here" because they serve as the normative, social, and cognitive "glue" that ties people within the culture together.

Arifin, (2015) argued that job motivation has a favourable and considerable impact on job satisfaction, but it has no discernible impact on employees' performance. Employee performance is positively and considerably impacted by competence and work satisfaction; organisational culture only has a small, although positive, impact on job satisfaction. On the other handPawirosumarto (2017) explained that space, physical layout, noise, tools, materials, and coworkers' relationships make up the physical form of the workplace; the quality of each of these elements has a significant and beneficial influence on the calibre of job output. In order for employees to attain their goals, the environment in which they work can have both positive and negative effects. The length of employment will be positively impacted by a favourable work environment and negatively impacted by a less favourable work environment. Employee quality, security, and performance are all impacted by the workplace's physical environment. Workplace security, which influences employee emotions and allows people to operate at their best.

Organisational commitment is significantly influenced favourably by the workplace environment and it is significantly benefited by organisational learning. Adopting efficient human resource management procedures will help organisations foster employee dedication, which will ultimately boost productivity and competitiveness. Positive attitudes toward the objectives and values of the organisation are more likely to result in positive behaviour at work. Employee commitment is therefore linked to a number of desirable behavioural outcomes, including employee retention, presence, performance, quality of work, and personal sacrifice for the success of the firm (Hanaysha, 2016).

3.4 Impact of Organisational climate on the job satisfaction level

According to Taştan& Davoudi (2017) since practically all organisations operate in a dynamic environment characterised by technological advancements and globalisation, organisational innovativeness through organisational context and leader/manager elements is crucial to the success and competitive advantage of organisations. Complex settings are impacted by global changes, which forces organisations to innovate in order to remain competitive. Organisations must be more innovative in the current business environment if they want to thrive, compete, expand, and take the lead. Therefore, creativity is a crucial organisational talent for maintaining a competitive edge, especially in the changing environment of rising economies. Significant interest has been emerging in the effects of organisational contextual elements and management factors on innovativeness, drawing on the dynamic environment and demand for innovation. According to this perspective, it has been asserted that an environment that fosters innovation and creativity inside the workplace enables the organisation to increase its level of innovation by strengthening its human resources and fostering employee ingenuity.

On the other hand examining the connection between the organisational culture of hospital doctors and leadership style in a hospital setting, Martinussen and Davidsen (2021) argued that the relationship between leadership style and the organisational climate of the doctors is particularly important because, unlike institutional and environmental factors, which are difficult to change, leadership strategies and styles can be altered within the organisation itself.

According to Inuwa (2016) every organisation must ensure employee work satisfaction as a matter of necessity. Distress is thought to be one of the main causes of employee demotivation and demoralisation at work, which can lead to poorer productivity and negatively impact the performance of the organisation as a whole. Employee work performance has long posed a significant challenge to organisational management, and implementing efficient methods to inspire staff to offer higher job performance as well as boost organisational competitiveness is the fundamental goal of every commercial organisation. Employee productivity and performance will be substantially affected by the employer's capacity to understand the employee's contentment with regard to schedules and daily obligations. Job satisfaction is a combination of an employee's likeable and unlikeable emotions or behaviours during the course of their workday, suggesting that an employee may arrive at their place of employment with expectations, wants, and desires that define their purpose for being there. Job satisfaction represents the extent to which optimism is aligned with actual rewards and advantages.

Alotaibi et al. (2015) argued that An organisational climate that is strong refers to the climate's strength, not its level. The term "climate level" describes the converging impressions and assessments of a specific aspect of a work scenario, such as safety, service, or HRM. Climate strength refers to the level of agreement with regard to the climate and is frequently determined by the mean of individual perception scores. By using homogeneity statistics like standard deviation and within-group correlations, which relate to the perception of the aggregate members, climate strength is determined. As a result, climate strength more accurately captures the idea of company climate as perceived by all employees. When talking about the safety climate, it can be claimed that the actions of leaders have an impact on the culture and environment surrounding safety, which in turn has an impact on the outcome metrics for safety performance.

Belias et al. (2015) opined that one of the elements of organisational culture that has received the greatest attention for research, from job design to supervision, is job satisfaction. Numerous studies have demonstrated that job satisfaction is a complex phenomena that is influenced by a variety of internal and external elements, including the person's values, principles, personality, and expectations as well as the nature of the job, the opportunities offered, and more. A productive workplace encourages the development of a particular corporate culture and the perception of job satisfaction among employees. Researchers discovered a link between an organisation's culture and workers' satisfaction in particular job roles and a connection between satisfaction and progress.

According to Taheri et al. (2020) the main concern for managing an organisation is the working environment. However, a lot of businesses struggle to keep up with production in a steady upward trend because they do not recognise the value of the workplace. These organisations are viewed as having internal weaknesses. A successful firm depends on its employees, thus it is imperative to address their needs and provide a safe working environment. Perfect output of the outcome is ensured by a superior working environment. Organisations must provide better working

conditions for their staff members to keep them out of circumstances that reduce productivity. Additionally, it enables the workers to reach their maximum potential.

Similar to this, Raziq&Maulabakhsh (2015) argued that many organisations suffer at work as a result of their ignorance of the significance of a productive workplace for employee job satisfaction. Such businesses lack the internal power to create goods that are market leaders and perform better than those of their competitors. Employees play a critical role in helping a company achieve its goals and realise its vision. Employees must achieve the performance requirements set by the firm in order to guarantee the calibre of their work. To meet the requirements of the organisation, employees need a workplace that allows them to work freely and is devoid of any barriers that can impede them from reaching their full potential.

Although the ability of supportive organisational culture and leadership to support effective public relations practise is acknowledged at the organisational level, little research has examined the specific effects and conventional employee outcomes like job satisfaction that such circumstances might generate at the individual practitioner level, excepting the complex interactions those organisational factors may potentially develop with one another. Understanding how company culture and leadership performance can promote professionals' work engagement, trust, and overall job satisfaction is required in order to build the organisational conditions for public relations practise to flourish. Engagement and trust appear to be the primary forces behind higher professional job satisfaction when organisational conditions are helpful and good, among other results (Meng & Berger, 2019).

3.5 Implications of job satisfaction on other eminent attributes

Agbozo et al. (2017) opined that workplace environment and employee satisfaction are related. The main determinants of job happiness, work satisfaction, and employee effectiveness are social interactions and psychological components. Employee performance is now based on the pillar of job satisfaction. To the exclusion of all other organisational objectives, obtaining the best possible employee performance must be the most critical goal. One of the most important things that affects an employee's level of satisfaction and motivation is their work environment. Physical, organisational, and social elements operate as catalysts for labour and activity, which in turn affects how well workers perform.

According to Abouraia., & Othman (2017) in organisational and employment literature in social psychology, management, and other fields, there is growing interest in the complex and multidimensional idea of job satisfaction. Academic researchers and industry professionals have supplied their definitions in numerous ways due to its great value. It's possible that the concept of job satisfaction is cultural and includes both inner and external factors. Studies have shown that intrinsic factors, such as achievement, acknowledgment, improvement, and responsibility, have contributed to the development of job-related incentives. Extrinsic variables, on the other hand, come from external structures of environment-related benefits including business negotiations, customer service treatments, and strategies, as well as workplace surroundings.

Eliyana&Ma'arif (2019) suggested that an employee is happy at work because there are elements and circumstances that inspire them. A prevalent reaction to work performance, even when there are rewards and accomplishments in the right places, is job contentment. Theoretically, work performance and job satisfaction are related. An organisation is more likely to be successful and productive if its personnel are happier. Additionally, employees that are highly satisfied will experience fewer personnel changes.

According to Roy et al. (2017) organisational benefits like managerial assistance and compensation benefits, employment security, and performance assessment, physical working conditions, career opportunities, and resource availability; internal social supports, as well as direct and powerful job features ties to employment satisfaction. Burnout is strongly and adversely influenced by organisational support. On the other hand, physical working conditions revealed a barely detectable burnout and its indirect relationship. In addition to these factors, politics and workloads also significantly and directly affect burnout. Internal and external social support, however, demonstrated job qualities and burnout have a substantial detrimental impact on each other.

Vaamonde et al. (2018) suggested that for an organisation to succeed, employee satisfaction is essential. Job satisfaction is important in business since it affects a person's attitude toward their work and increases the likelihood that an organisation will outperform its competition. Burnout in the accounting industry is a serious issue with multiple effects on organisational effectiveness. Long-term

exposure to workload strain and high job demands leads to job burnout. It's critical to determine whether burnout is linked to job discontent in the accounting business because accounting professionals work in a fast-paced, highly regulated environment. Employee dissatisfaction can have a negative impact on organisational change, affecting work attitudes, turnover intentions, and job performance.Organizations must acknowledge the detrimental effects of burnout in the accounting profession and take steps to boost employee happiness and productivity.

Okeke &Mtyuda (2017) stated that Employees can express their discontent with their jobs in one of four ways: through voice, action, loyalty, or neglect. First, disgruntled workers may completely leave an organisation as a result of their lack of job satisfaction, which is departure. Second, disgruntled workers may decide to stay with their company and work hard to change things. They may actively look for better ways to do things and advocate for those changes, this is the voice. Thirdly, employees may choose to stick with the company but passively deal with their unhappiness at work by accepting the way things are without objecting or suggesting ways to make them better. This is known as loyalty. Last but not least, workers may continue to work for the company but show signs of passive withdrawal, including putting forth less effort which is neglect.

Khezerlou (2017) suggested that job satisfaction is characterised as a favourable emotional state brought on by an evaluation of one's position or professional experiences. Job satisfaction improves job performance, therefore businesses should take steps to foster it by pepping up interest among current and prospective employees. The Herzberg-proposed needs-based theory of motivation serves as the foundation for the majority of studies on job satisfaction. Herzberg distinguished between demotivators or dissatisfiers, which contribute to job dissatisfaction such as achievement, recognition, the work itself, advancement, and responsibility, and motivators or satisiers, which are associated with factors in the immediate environment such as company policy and administration, interpersonal relations, salary, supervision, and working conditions. These two sets of elements operate in different sequences, thus a person can experience both satisfaction and dissatisfaction at work at the same moment. Since hygiene factors or dissatisfiers can only impact the degree of dissatisfaction, they cannot raise or reduce contentment. To attain job satisfaction at work, motivators or satisfiers must function in harmony with hygienic considerations (Alrawahi et al., 2020).

Arif& Rahman (2018) opined that knowledge is a valuable asset that must be protected in every workplace and is one of the most important factors to be taken into account in modern businesses. This is because it has emerged as one of the most crucial production-related criteria together with the personnel and the budget. Additionally, it is the primary engine for economic progress and a catalyst for the advancement of both technology and manufacturing. Knowledge thus creates the foundation for innovation and how it changes into processes and products. Alias et al. (2018) also claimed that knowledge management has a significant impact on job satisfaction and includes the following facets: knowledge acquisition, knowledge sharing, knowledge development, knowledge codification, and knowledge retention. Internal information sharing is the cornerstone of knowledge management, and it almost universally increases job satisfaction. Both good job performance and mutual support and encouragement appear to be powerful enablers of job satisfaction.

3.6 Research Gap:

The organisational climate and its impact on job satisfaction have been the subject of numerous academic research in this context (Taştan& Davoudi 2017; Martinussen and Davidsen 2021; Inuwa 2016; Alotaibi et al., 2015; Belias et al., 2015; Taheri et al., 2020; Raziq&Maulabakhsh 2015; Meng & Berger 2019). This affirms that organisational climate can affect employee's performance and fulfilling organisational goals. Moreover, one thing is evident and that is the importance of the organisational environment on organisational productivity which is directly connected to organisational development (Chung 2020; Madhukar &Sharma 2017). An organisation's culture and employee interactions must be developed successfully, according to several studies. The working environment, working circumstances, compensation management, incentive programmes, promotion prospects, job security, communication with manager, relationship with coworkers, and management-employee engagement are the main factors that influence job satisfaction (Iljins et al., 2015; Saha 2016; Gupta &Banerjee 2016; Naranjo-Valencia et al., 2016; Braithwaite et al., 2017).
While there is a lot of evidence on the organisational climate and its impact on job satisfaction, there are some gaps. Initially, the

study found that there is limited research available on the impact of organisational climate on employee retention. Secondly, the links between organisational climate and the prevention of burnout is also not explored entirely. Moreover, it can be highlighted that employee wellbeing as an implication of both organisational climate and job satisfaction level is underexplored.

IV.   CONCLUSION AND RECOMMENDATIONS:

A company's success depends on its ability to keep its staff satisfied. Because it affects how people view their jobs and increases the likelihood that a company will exceed its competitors. Job satisfaction is essential to an organisation's development. The organisational environment of a company is a set of traits that set it apart from other businesses and are relatively easy to change. According to their attitudes and values, employees' perceptions of and descriptions of their surroundings within a corporation are referred to as the organisational climate. Work satisfaction has been one of the characteristics of organisational culture that has garnered the most scholarly study, from job design to monitoring.

In light of this, the current study seeks to examine the significance of organisational climate and its effect on job satisfaction. The study examines the body of prior research on the topic in order to outline the same. The study employed the secondary method, in which the body of already published material was fully utilised. The journal publications were extracted using keywords On Google Scholar, Academia, Researchgate, and others.

Results show that there has been relatively little research on the impact of organisational climate on employee retention, that there hasn't been much in-depth examination of the links between organisational climate and burnout prevention, and that there hasn't been much attention paid to employee wellbeing as a result of both organisational culture and job satisfaction. The study examines the relationship between workplace culture and employee satisfaction as well as the effects of job discontent on the organisation's development.

Further research can be made to find out the cause and effects of employee retention and prevention of burnout as employee retention is very essential for organisation. So, employee burnout should be checked for fulfilling the goal of organisations and maintaining its good will.

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