



## The Role Of Organizational Climate In Improving Job Satisfaction

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### ABSTRACT

This study uses bibliometric analysis and visualization of VOS viewer software to display a graphical conception of bibliographic data, including cocitation and co-occurrence of keywords. The discussion on organizational climate and job satisfaction began to show an increase in the early 2000s until 2018. From early 2020 until now, there has been a decline in the discussion on organizational climate and job satisfaction. The author sees this as an opportunity for new article writers to return to conducting studies and research on organizational climate and job satisfaction. The documents used for analysis in this study were obtained only from the Scopus.com database. This study uses documents published in journals between 1969 and 2022 by building a graphical analysis using the VOS viewer. It is suggested for future research that it is necessary to analyze the journal publications from a wider variety of databases such as JSTOR, Google Scholar, Science Direct, Emerald Insight, and Directory of Open Access Journal widely. This study reports on the significant developments noted by the journal over the years and provides the appropriate information needed for authors writing articles, particularly research in human resource management (HRM). The results of the study present a complete bibliometric analysis and identify the main trends of publication in the Scopus.com journal, especially in the HRD field, data taken from 1969 to 2022.

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### 1. Introduction

Satisfaction occurs when individual needs are met and related to the level of likes and dislikes associated with employees; employees have a general attitude closely related to the rewards they believe they will receive after making sacrifices (Wikhamn, 2019). Job satisfaction is a positive feeling in a job, which is the impact/result of evaluating various aspects of work (Xie, Zhou, Huang, & Xia, 2017). Organizational climate is the overall "feeling" conveyed by the physical layout, how participants interact, and how members of the organization behave with customers or other outsiders (Luthans, 2011). This means that climate is how members feel at work which is influenced by the organization's internal environment, affects their behavior, and is a characteristic of the organization. One of the internal environments is influenced by the management of facilities and infrastructure (D. G. Cotts, 2010). Therefore, if the climate in an organization is conducive and favorable, it will affect the effective management of facilities and infrastructure (Makate, Makate, Mango, & Siziba, 2019). Therefore, it is necessary to conduct empirical research on the indirect effect of organizational climate through facilities and infrastructure management on job satisfaction.

Job satisfaction is an individual expression of personal well-being associated with doing assigned work (Gibson, 2012). Job satisfaction is directly influenced by organizational climate (Anderson, Potočník, & Zhou, 2014). Organizational climate has been a variable that has been studied recently as a predictor of job satisfaction. It is necessary to develop a concept that examines other variables as an intervening variable of organizational climate on job satisfaction. This is necessary to determine what variables can indirectly link organizational climate and job satisfaction. There is one behavior of members in an organization that can benefit the company because they feel part of the organization, known as Organizational Citizenship or OCB



behavior. This behavior is an ideal organizational behavior that experts widely discuss because it can support productivity in the company. The results showed a significant relationship between organizational climate and OCB (Kim, Kim, Newman, Ferris, & Perrewé, 2019).

Research findings show that a strong positive organizational climate will create high OCB, increasing job satisfaction (Ilyas et al., 2020). This opinion is corroborated by other studies, which prove that organizational climate and OCB have a positive and very significant value (Jeon, Kwon, Walsh, Burnham, & Choi, 2019). So it can be concluded 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 the organizational environment. An organization's internal environment regularly affects organizational attitudes and behavior and organizational performance, which in turn will determine the performance of the organization itself (Shanker, Bhanugopan, Van der Heijden, & Farrell, 2017) and (Soparidah & Hanafi). This means that the more conducive the organizational climate in an organization will be followed by high OCB, which can automatically increase job satisfaction. Based on this, it is assumed that the organizational climate indirectly affects job satisfaction through OCB.

In this study, an analysis will be carried out based on the most cited authors, documents, research, citation patterns of leading journals, institutions, and countries and also analyzed graphically through the VOS viewer (Van Eck, Waltman, Dekker, & van den Berg, 2010) and (Van Eck, Waltman, Dekker, & van den Berg, 2010) and (Van Eck & Waltman, 2014; Van Eck et al., 2010). In addition, many bibliometric indicators were investigated, including co-citation (Small, 1973), (Kessler, 1963), and co-occurrence of the author's keywords. Therefore, this technique analyzes the pattern of publications and the evolution of articles, especially those that discuss employee job satisfaction to maintain the organizational climate. Following section 2 in this article focuses on discussing the literature review. Section 3 reviews the methodology. Section 4 presents the results of analyzing publications, most cited papers, citation structure, leading authors, countries, institutions, and the most used author keywords. Section 5 contains conclusions and implications.

## **2. Literature Review**

### **2.1. Job Satisfaction**

McCormick & Ilgen (McCormick 1980) suggested that: the concept of work is very complex has many sides, such as the nature of the job, the supervisor (supervisor), the company itself, the salary system, or also opportunities for promotion. The work itself rarely functions as a unitary object of attitude. Job satisfaction is a specific part of the attitude, a person's affective response to his work. The affective response by (Colquitt & Zipay, 2015) is mentioned as an emotionally pleasant state resulting from an assessment of a job or work experience. Job satisfaction results from employees' perceptions of how well their work can have a positive impact on them (Luthans, 2011). Meanwhile, Gibson argues that: job satisfaction is related to attitudes and perceptions of work. If the employee's perception of job factors is positive, his attitude becomes positive and further contributes to job satisfaction (Gibson, 2012).

Job satisfaction associated with the level of work means that employees who occupy higher job levels tend to be more satisfied than employees who occupy lower jobs because employees with higher levels of work show good work skills, are active in expressing ideas, and are creative. In work. People with high levels of job satisfaction have positive attitudes towards work, while people who are dissatisfied with their jobs have negative attitudes about work (Murad, Zayed, & Mukul, 2013).

Employees can only be satisfied when they feel competent to do their jobs, achieved through better training programs (Elnaga & Imran, 2013). Employee satisfaction is closely related to productivity which is then related to company profitability. Employee satisfaction has a positive inducement on organizational performance. In addition, firm profitability has a reasonable non-recursive effect on employee satisfaction. Employee satisfaction plays a considerable role in increasing the company's profitability and improving the organization's operational performance and its good quality and service. There is no doubt that employee satisfaction is essential to achieving quality and profitability. Employee satisfaction impact of quality on the industry, to achieve quality and profitability on the organization, employee satisfaction is fundamental, and without it, the organization cannot think of success (Latif et al., 2013).

### **2.2. Organizational Climate**

The organizational climate of a company is significant for employees. A supportive work climate will maximize the ability of employees to work so that their performance will be better. Aryadillah stated that organizational climate is the perception of organizational members on the nature and character in it, which is a distinguishing feature from other organizations to affect the people in it (Aryadillah, 2018). Employees who feel comfortable with the company's climate will strive to do their best for the company's good (Kiki, 2015).

According to Luthans, organizational climate is the organizational climate which is an internal environment or organizational psychology that can also be seen as influencing the behavior of members in it, and the organizational climate is formed due to activities in an organization (Luthans, 2011). Organizational climate influences the practices and policies of human resources accepted by members of the organization (Bilson, 2011). Please note that each organization will have a different organizational climate. The diversity of jobs designed by an organization or the characteristics of the individual members of the existing organization will illustrate these differences.

Wirawan stated that organizational climate is the quality of the internal environment that is relatively ongoing, experienced by members of the organization, influencing the behavior of each member. Organizational climate is a collection and pattern of the work environment that determines the emergence of motivation from organization members (Wirawan, 2012).

Rudi Salam stated that climate is a shared perception or assumption regarding organizational policies implementation of policies and procedures, both formal and informal. Climate as a representation of organizational goals and tools and ways that are imitated and implemented to achieve the desired results (Rudi Salam, 2016).

### 2.3. A Brief History of Bibliometric Analysis and its Indicators

Bibliometrics emerged in the early twentieth century as a symptom of the need to study and evaluate scientific production and communication activities. Definitions that will help understand the concept are given by (Bartz, Baggio, vila, & Turcato, 2021); according to them, bibliometrics is a set of empirical laws and principles that contribute to building the theoretical foundation of information science (Araújo, 2006). Bibliometrics is part of the mechanism for measuring production, disclosure, and information obtained through books or other types of production (Abu-Saad & Hendrix, 1995; Machado Junior, Celestino, Serra, Caron, & Ponde, 2016). Table I presents some of the essential works for bibliometric consolidation in information science and the treatment given to the measurement of bibliographic production. Pritchard defines bibliometrics as applying mathematical and statistical methods for the quantitative evaluation of the content of books and other means of communication (Pritchard, 1969).

Co-authoring network analysis identifies how researchers, research institutions, or countries are connected based on the number of publications they co-produce (Van Eck & Waltman, 2014). In a co-citation network, two publications are said to be co-cited when a third publication references them simultaneously (Small, 1973). In other words, the greater the number of papers in which two publications are referenced together, the stronger the co-citation relationship between them, and therefore the closer they will be graphically represented in the network.

According to Kessler, two publications are considered bibliographically paired if a third is cited simultaneously by both (Kessler, 1963). As Van Eck and Waltman observed, this analysis shows that the greater the number of citations that two publications have, the greater the bibliographic aggregation between them (Van Eck & Waltman, 2014). Graphically, the nodes of the bibliographic linkage will be closed because the more citations they share tend to cover similar or similar themes.

Although not related to the author or publication, a keyword co-occurrence analysis was also carried out in this study; this analysis allows evaluation of its occurrence on a specific basis and the intensity that two keywords are used simultaneously in the same work which suggests specific themes.

**Tabel 1.** Important works to consolidation of bibliometrics

Year	Term	Author	Work landmark
1924	Statistical Bibliography	Hulme	Used the term for the use of statistics in book counting



1934	Bibliometrics	Otlet	Used the term for measurement of book content
1948	Biblioteconometrics	Ranganathan	Used the term to define statistical applications to books and other media
1969	Bibliometrics	Pritchard	Other papers (not just books) could be the subject of such studies

Source: Adapted from Bufrem and Prates (2005)

### 3. Method

Bibliometric indicators are applied to evaluate bibliographic data, consisting of the number of authors, articles, citations, institutions, and countries. In addition, the documents used for the analysis were obtained from the largest database of peer-reviewed multidisciplinary literature, Scopus (Mongeon & Paul-Hus, 2016). This database is widely used to obtain quantitative analysis due to the availability of quality articles in business and management (Verma & Gustafsson, 2020). The author prefers not to use Google Scholar due to some indexing issues observed in notes from different sources, lack of formal integration in most cases, and the need for a lot of cleanup effort considered cumbersome and inefficient.

The analysis structure used in this study is the same as that of some common bibliometric studies. This research takes 438 articles from 1969-2022 from the Scopus.com database, using keywords: TITLE-ABS-KEY ("JOB SATISFACTION" "ORGANIZATIONAL CLIMATE"). The document is then examined further to be analyzed using the VOSviewer software application from the Scopus document. The design of this study is presented in Figure 1.

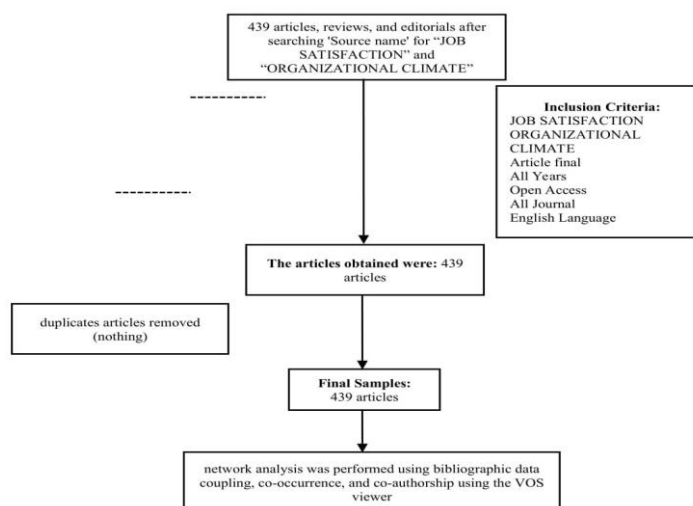


Figure 1. Research Design

The bibliographic data were mapped graphically using the VOS viewer technique to explain further the results (Van Eck et al., 2010). The software generates co-author network analysis, co-citations (Small, 1973), co-occurrence of keywords, and bibliographic coupling (Kessler, 1963). However, (Martínez-López & Gualdrón-Pinto, 2018) define co-authorship as an indicator for evaluating the most prolific set of papers, especially those with the highest co-publication rates. Co-citation is explained as the process of citing two papers in a different third paper. At the same time, co-occurrence of keywords measures the observed words occurring more frequently in papers other than those presented in the abstract.



The following research is to review authors, institutions, and countries in journal articles that discuss the influence of organizational climate on job satisfaction. The analysis at this stage looks at the best achievements in publications from the Scopus.com database, also looks at the most productive authors shown in Figure 5 based on the total articles they wrote in the journal: (1) Green P., with five articles during the period 1969 to in 2022, and ranked second by (2) Glisson, C., with four articles from 1969 to 2022, and to date, they are the journal's top prolific authors. While Figure 6 shows the Top Productive Country where the United States is the most productive country with more than 150 published articles relating to the influence of organizational climate on job satisfaction.

Documents by author

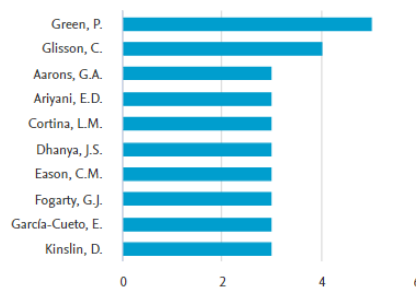


Figure 5. Top Earning Writers

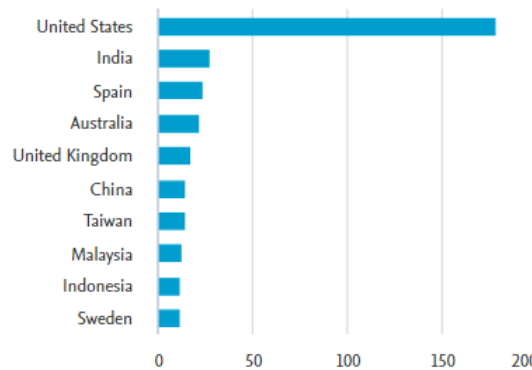


Figure 6. Top Productive Country

Figure 7 shows documents based on subject areas, where Social Science journals contain the most articles discussing the influence of organizational climate on job satisfaction with 18.2%.

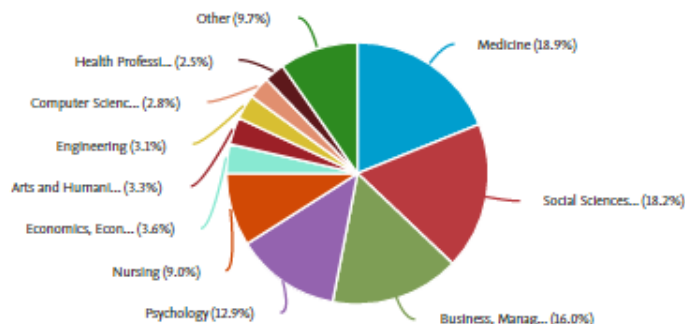


Figure 7. Document by Subject Area

### 4.3. Co-Occurrence Of Author Keywords



mediates the relationship between stress and turnover. This finding is significant that nurses and social workers who have an excellent organizational climate are satisfied with their position (Ulrich et al., 2007). Research by Abu Saad Ismael reveals teacher satisfaction with work as a teacher as the dominant job satisfaction factor and principal leadership as the dominant organizational climate factor (Abu-Saad & Hendrix, 1995). The multiple regression findings further revealed that: (1) principal leadership organizational climate factors and autonomy at work were significantly related to teacher satisfaction; and (2) the interaction between principal leadership and teacher intimacy was significantly related to both job satisfaction factors (the job itself and social needs). Research with different results by Soparidah this study aims to analyze the direct influence of organizational climate on job satisfaction of productive teachers. This study uses a quantitative approach with a survey method. The results showed no direct influence of organizational climate on the job satisfaction of productive teachers (Soparidah & Hanafi).

Organizational climate plays a vital role in the company. Aspects of organizational climate are as diverse as the structure of norms, rewards, commitment, and support. The role of organizational climate in the company is to make employees feel comfortable working and loyal to the company because the organizational climate affects employee satisfaction. Organizational climate can affect motivation can also affect job satisfaction. Job satisfaction can be realized if the atmosphere in the organization is suitable following the wishes of employees. With high job satisfaction, employees become loyal to the company and will be more responsible for their work. According to Stringer, organizational climate is a pattern of aggregation and determines the emergence of motivation. In the organizational climate, there are six dimensions, namely the dimensions of structure, norms, responsibility, appreciation, support, and commitment. According to Robins, job satisfaction is an individual's attitude towards work. Job satisfaction has many aspects, including satisfaction with salary, satisfaction with coworkers, satisfaction with supervision, and satisfaction with circumstances. A well-organized organizational climate or environment will increase employee motivation to feel satisfied when working in the company. Therefore, the organizational climate in several studies sampled in this study generally stated that it could increase job satisfaction.

This study reports the development of research that discusses the effect of organizational climate on job satisfaction. Discussion of the keywords of organizational climate and job satisfaction in the final journal articles recorded by the journal from 1969 to 2022. This study provides the information needed for authors who want to write research articles with the themes of "organizational climate" and "satisfaction." work." The results of this study are also intended to provide information to writers and practitioners in the field of management science and other fields of science in making the concept of writing articles with the theme of the influence of organizational climate on job satisfaction, and also to support the development of knowledge about the science of human resource management and other sciences.

The study's documents used for analysis were obtained only from the Scopus database (scopus.com). In addition, this research is intended to obtain the bibliometric status of documents published in journals between 1969 and 2022 by building a graphical analysis using the VOS viewer software computer program. Furthermore, it is suggested for future research that it is necessary to analyze the journal publications from a wider variety of databases such as JSTOR, Google Scholar, Science Direct, Emerald Insight, and Directory of Open Access Journal widely.

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