



# Impact of organizational climate on job satisfaction and organizational commitment in selected private Universities in India

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**Abstract:** -This empirical study aimed to explore the effect of organizational climate on job satisfaction and organizational commitment in a sample one seventy nine faculties from universities in India. Descriptive statistics as well as regression analysis were applied to explain the variations in job satisfaction, and organizational climate. Findings showed that organizational climate strongly influences job satisfaction and organizational commitment.

**Keyword-**Organizational Climate (OC), Organizational Commitment (OC), Job Satisfaction (JS), Education.

## Introduction

Education is a basic element in the personal growth and underdevelopment of every individual, as well as an individual achievement; moreover, it is essential for national development. That is why we should care about the education system and the people who deliver it, as they are determining the future of this nation that will have long lasting effects around the globe. In this research paper, we will concentrate on few significant factors which affect faculties satisfaction & commitment. Training data goes up to October 2023. It is important to explore what factors influence their satisfaction and commitment as teachers, because in return this indicates how satisfied and committed they will be to their students. Both satisfaction of teachers in their work and commitment will automatically satisfy students and grow student commitment for study. In this manner, they will be able to make better scholars who will help in building up the nation and the world.

This is a major issue, especially for developing countries who are pouring money into this effort. While education is enough, returns in good scholars, researchers, doctors, scientists etc. This is why we first need to please faculties and get them focused on their work, prior to reaping the benefits. Before the world or before the common man, a teacher may just be a teacher; but to students they are the true heroes of life; students need to imitate them and pursue them in their practical lives. studying organizational climate and its impact on both job satisfaction and organizational commitment. Organizational climate — also referred to as corporate climate — is a process involving the assessment of an organization's culture. So, before getting into organizational climate, it is imperative to understand organizational culture. Organizational culture is a collection of values, beliefs, and convictions that people use to behave in the organization. Organizational Cuest.fisioter.2024.53(3):7046-7067



culture can be defined as the sum of systems: communication systems, control mechanisms, leadership preferences, organizational goal setting methods, delegation process and procedures for granting powers and taking responsibilities, etc., which show decision-making patterns and modes of acceptance in organizations (Singh & Das 1978). Culture is an integrated part of the members of any organisation and it is difficult to understand. Change. This is why culture has been described as the “personality” of an organization. We can think of organizational climate as the enactment of an organization culture by its members. An organization's climate is dynamic and can be molded by the top management of organization. If culture is the personality of an organization, then climate is its spirit. Organizational climate is the employee's perception of his work environment - what kind of organization they are working for and how (or if) their interactions with others while performing their work, reflect that atmosphere or characteristics (Gilbert A. Churchill Jr., 1976). Another aspect of collective organizational climate and its relation to individual behavior has been the factor of an employee's sensitivity towards these parameters like mission and objectives, feedback (perceived performance), teamwork, communication (among peers, supervisor-subordinate relationship), resources & processes, growth opportunities, compensation; work life balance; fairness & security; meaningfulness and benefits - Lyon & Ivancevich, 2000. Organizational climate refers to mental forces, and collective, organizational, and conditional factors impacting behavior (Bergsteiner, 2011). The climate is broadly defined as a constellation of particular characteristics of an organization (Gonzalez, 2014).

The definition of job satisfaction — or employee satisfaction — varies by workplace. In the simplest of terms, it is how much a person enjoys their job. There are also arguments that it could depend on the overall nature of the job, or certain factors within the job, for example supervision or working conditions. As stated by Lyon & Ivancevich, 2000, job satisfaction is based on how satisfied or dissatisfied an employee is with three things in their work; degree of independence, being respected and self-actualization i.e. “how satisfied they are currently.” We can describe how an employee answers questions around these job facets. Job satisfaction reflects positive or negative feelings a person has toward the intrinsic and/or extrinsic characteristics of their job (Bhuiyan & Menguc, 2002). In general job satisfaction is linked to what a person believes they are coming to work for and what they feel it will add (Lund, 2003). Job satisfaction is the employee's mental state or overall attitude toward their job and all its other aspects including workplace, a fair compensation, communication as well as the work environment with colleagues (Perkin 2010). From the equity potential point of view, job satisfaction denotes that when a person compares his/her experiences with the rewards he/she obtain from work and finds out his/her results to be reasonable, he/she will be satisfied (Hwang, 2014).

The organizational commitment refers to the mental attachment of a person towards his job as well as organization. Organizational commitment broadly means an employee's interests in his participation with the organization (Tsai & Huang). employees with high organizational commitment are usually more willing to



sacrifice personally for the organization (Vitell & Singhapakdi, 2008). An employee's organizational commitment is an active commitment, which indicates the employee's strong urge to become a part of a specific organization despite having the chance to switch jobs. (Bhuan & Menguc, 2002) Organizational commitment is the degree of an individual's empathy and emotional attachment to a particular organization. (Weihui, Fu & Zhao, 2011) Organizational commitment is defined as a positive feeling of identification and affection with the work of organization; immersion in the organization's work degree; attachment level toward organization that is rational choice at the value cost or detachment into organization. (Anari, 2012) The term commitment suggests belief in the goals and values of an organization; a desire to support an organization such as effort on behalf of an organization; and that effective individual commitment is necessary for individuals to voluntarily continue their participation (Ar & Somekab, 2004). Organizational commitment refers to the psychological bond between an employee and their organization, which is based on the desire or intention of staying in the same organization; it relates to how much an individual feels attached and identifies with his/her organization (Ronald F. Schiele & Kim, 2009). The definition of organizational commitment usually indicates the strength of an individual in appreciating and engaging within the organization; it is a psychological contract that is distinct from the traditional work contract between individuals and organizations (Zhuang Wei-Wei, 2010). Organizational commitment is the employee's attitude and level of attachment for an organization in which if an employee wants to be part of that organization, it is a decision about whether or not to stay in the organization (Cemal Zehir & Zehir, 2012).

Job satisfaction has been shown to be closely correlated with workplace leadership quality, power, and the relative status of individual leaders (Wood, 2009). Results indicate that a humane climate is related to patient satisfaction (Giammanco, 2011). Academic research: Studies have shown a link between dimensions of the organizational ethical climate and job satisfaction (Winn, 2008). For example, active organizational commitment is clearly associated with some measures of climate (Schaefer, 2009). For instance, an unfavorable organizational climate has a negative correlation with organizational commitment (Nitin Arora & Arora, 2012) while on the contrary; favorable environment causes positive linkage with organization commitment. Most importantly, a caring organizational climate directly and significantly affects job satisfaction while indirectly and significantly affecting organizational commitment.

Partially mediates with the job satisfaction (Weihui Fu, The Effect of Caring Climate, Job Satisfaction and Organizational Commitment on Employees' Work Performance in a Chinese Insurance Company, 2014) The work environment and work values have a significant effect on job satisfaction (Karikati L., 2014). Results showed a strong correlation between organizational climate and job satisfaction (Tsai, 2014). One approach to deal with the workplace climate is through empirical finding on positive psychology (P. Yuktamarani



Paramarupan & Balakrishnan, 2013). Results showed positive relationship of ethical climate with job satisfaction and organizational commitment (Charles H., 2001).

### **Problem of statement**

The importance of the job satisfaction and organizational climate has been emphasized in many recent studies, it is very significant in any organization as well as in education sector. Education is the primary driver of social and economic advancement in any country. Academic staff is an integral part of the nation, and any issue faced by academic staff becomes a national issue. So, whatever problem is concerned with satisfaction and commitment of academic staff, it would be treated as the cause of threat. The reason behind this is that education is considered to be a nation's future. If the faculties providing the education/training to students are not happy and committed, it will eventually result in unhappy and non-committed future nation-builders which is a crucial situation for any country. Knowledge of your field and experience were the main variables influencing job satisfaction. This incentive was significant which this study aimed to explore in fields such as education in India. Hence, we are going to investigate the effect of the organizational climate on job satisfaction and commitment to their organization. The core problem we have studied is that of influence of organizational climate on job satisfaction and organization commitment is of the faculties of various public and private educational institutions in India, in which we considered the organizational climate as our independent variable.

### **Significance of the study**

This study provides timely information regarding significant employee related issues of job satisfaction and commitment and mitigates these problems at both the public and private education sectors. This research can also benefit other organizations as it understands and enhances employee satisfaction and commitment, ultimately improving production (due to better KPIs) and reducing turnover.

Association: It helps in understanding different factors that can impact employee satisfaction and commitment, knows the current status of the employees in terms of their satisfaction and commitment with proper measures taken at a proper time it helps to increase employee satisfaction and commitment, also help to understand eco-conscious employees.

### **Theoretical framework**

The relationship is between organizational climate which acts as the independent variable while job satisfaction and organizational commitment act as dependent variables. The next figure shows this graphically (or diagrammatically).

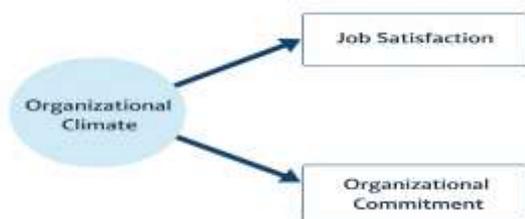


Fig 1. Conceptual model.

## Hypotheses

The hypotheses of our study, based on the literature and models, are as follows:

**H1:** Organizational climate has a positive and significant relationship with job satisfaction.

**H2:** There is a significant positive relationship between organizational climate and organizational commitment.

**H3:** Organizational climate affects organizational commitment and job satisfaction.

## Method and methodology

Methodology is the process through which we pick from several such models to organize and then implement the research. All these activities carry on the research that includes developing an appropriate Common Framework, case studies, data collection methods and data analysis formats are only some of them; it is strategy that plays a key role among all these (Silverman, 2006). The methodology itself narrows the scope of research activities to areas that require clarification, which includes delineating the method adopted concerning the research problem and how independent variables influence dependent variable here. The impact of organizational climate and self-assessment on employee morale (Zia-ur-Rehman & Bin Dost, 2013). Real: Style is how the information is presented (Creswell, 2003)

- **Research Approach**

Since our research approached a quantitative approach so the which the step of this approach ends up by Feodora. Such as creating hypotheses, identifying variables that can measure the objective and then employing those measurements for analysis. When we collect data, this data is useful to validate our hypothesis and analyse the impact it might have on dependent variable based upon independent variables. This research then helps to create new hypotheses, which the previous assumptions could be confirmed or disproven from based on mining these results. Data was collected from faculty at selected universities in India through self-administered questionnaires.



In terms of studying the causal link between dependent and independent variables, we draw upon the research design approach in developing our research variables. We did the study with as many subjects as possible. Thus the present study was inline with faculties across selected universities of India, and explored outcomes in 179 subjects. A sampling plan was developed, followed by a method used to draw a sample from the population. The main goal of the sampling plan is to continue best sample choice, and afterward evaluate the sample size. After determining the sample, we sent out questionnaires to respondents. After this process the stability of the population is evaluated from which we derive model data and estimates. In research, reliability is the biggest question, and it reveals whether or not a measurement stabilizes.

Third, validity in relating to the quality of the study's effectiveness when we took data from a sample using questionnaires with measurement about what variables had been defined at methodology. The last one is the structural validity which indicates that the research questionnaire questions trigger a similar idea in the mind of the respondent as when it was generated by researcher. If the validity of measurement is not consistent, then the results are unreliable. We also emphasize the idea of internal validity in this study. External validity is a lesser concern for qualitative research than quantitative work, but remains an important consideration. Used in this way, external validity means that we can generalize the results. This is true only if the sample was carefully chosen; where SELECTION has not been careful there is no external validity.

### ● Population and sample

Selection is performed using the accidental sampling technique in this study. Sampling. This approach is used when the population contains similar sub-groups. This plays a pivotal role in conducting and drawing research conclusions. Faculties at universities were recruited to collect data. The faculties were selected based on gender and the scale of post in college or university like lecturer, assistant professor, associate professor and professor.

Seven prominent universities were selected:

1. Galgotias University, Greater Noida
2. Amity University, Noida
3. Swami Vivekanand Subharti University , Meerut
4. Manav Rachna University, Faridabad
5. Bennett University, Greater Noida
6. Noida International University, Greater Noida



7. K. R. Manglam University, Gurugram

We used closed-ended questions so that respondents could quickly answer the questions after reading the questions and providing the options provided. A five-point Likert scale was used to facilitate this process. This scale is primarily used when the investigator needs to rank items in a preferred order.

## Data analysis

### Reliability Statistics

According to (10) these findings, as shown in the reliability statistics previously stated above, the value of Cronbach's alpha is 0.71 which is positive with alpha. For the items it will turn out to be difficult and if we turn around again then 0.70 The data result is not bad because the normal data above. Hence, the internal consistency and reliability of the items provide a great yield to study text inner reliability support.

- **Descriptive statistics**

The study population consisted of 83 male faculties (46.4%) and 96 female faculties (53.6%), including 37 graduates, 70 postgraduates, 56 M.Phil. s, and 15 Ph. D.s. By organizational title: 122 are lecturers; 24 assistant professors; 13 associate professors and 20 professors. Out of these, it is remarkable that 126 faculties have postgraduate and M.Phil. Degrees. Also, the postgraduate and M.Phil. holding faculties response was combined. Degrees is 70.4%. The important point here is that faculties get the idea of learning dilemma.

**Table1. Descriptive statistics.**

	N	Minimum	Maximum	Meaning	Std. Deviation
Job satisfaction	178	1.17	5.00	3.6105	.62709
Organizational commitment	179	2.00	4.50	3.3399	.55989
Organizational climate	179	2.55	5.29	3.6084	.45591
Valid N (list-wise)	178				

The table above shows the means and standard deviations of the independent variables used in this study and the dependent variables. A five-point scale was used to ask the questions, ranging from strongly disagree



(1) to strongly agree (5). According to the respondents, the average scores on the three scales for a total of fifty-five items confirmed a more optimistic view than the ground average ideals, which ranged from 1.17 to 5.29.

**Table2. Correlation analysis.**

Particular		Job satisfaction	Organizational commitment	Organizational climate
	Pearson Correlation	1	.370**	.657**
Job satisfaction	Sig. (2-tailed)		.000	.000
	N	178	178	178
	Pearson Correlation	.370**	1	.384**
Organizational commitment	Sig. (2-tailed)	.000		.000
	N	178	179	179
	Pearson Correlation	.657**	.384**	1
Organizational climate	Sig. (2-tailed)	.000	.000	
	N	178	179	179



\*\* . Correlation is significant at the 0.01 level (2-sided).

### Interpretation

The above table shows that the correlation between both the dependent and independent variables is statistically significant as the value of "Sig" is less than 0.05. Hence, we can reject the null hypothesis and accept the hypothesis statements.



- **Regression analysis**

We used multiple linear regression, which is a simplification of simple linear regression, consisting of several linear regressions.

The predictor variables on the right are accepted. Job satisfaction and organizational commitment are considered as the outcome or dependent variables, while organizational climate is considered as the descriptive predictor. The organizational part of our model is based on (job satisfaction and organizational climate).

**Table3. Summary of the model.**

Sample Square	R	R	Adjusted Square	R	Standard error of the estimate	Durbin-Watson
1.657	A	.432	.429		.47385	2.015
A. Predictive factors: (constants), organizational climate						
B. Dependent Variable: Job						



Satisfaction			
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Interpretation

The above table shows that the multiple correlation coefficient ( $r$ ) through organizational climate is .66 and the habitual  $R^2$  is .43, which means that 43% of the variance in job satisfaction can be predicted by organizational climate.

**Table 4. ANOVA.**

Sample squares	sum of	DF	Mean square	F	Sig.
Regression 30.086		1	30.086	133.99 4	.000A
1 Remainder 39.518		176	.225		
Total 69,605		177			
A. Predictive factors: (constants), organizational climate					
B. Dependent Variable: Job Satisfaction					

**Interpretation**

The table above shows that  $F=133.994$  is statistically significant. This indicates that the predictor predicted job satisfaction and organizational climate fairly accurately.

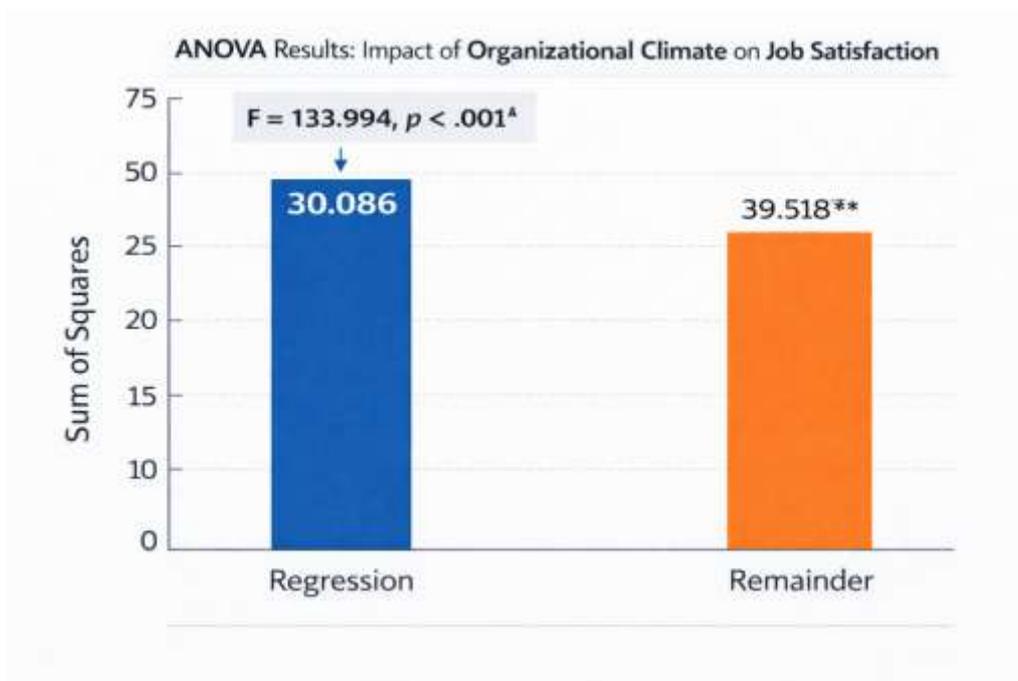
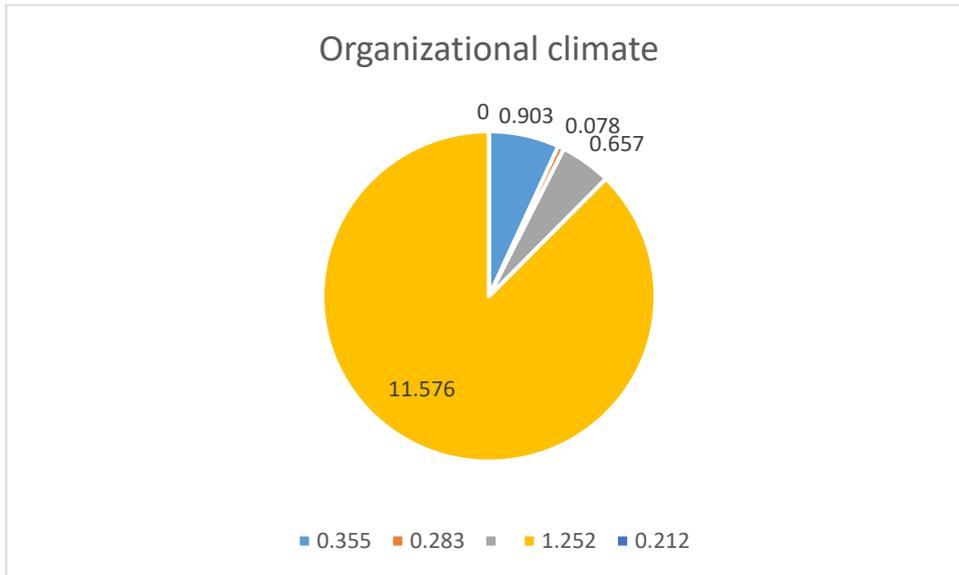


Table5. Coefficient.

Sample	Unstandardized coefficients					
	Standardized coefficients					Sig.
	B	standard error	Beta	T	Sig.	
1 (steady)	.355	.283		1.252		.212
Organizational climate	.903	.078	.657	11.576		.000
A. Dependent Variable: Job Satisfaction						

### Interpretation

This table shows the statistical significance of the independent variables and the direction of the relationship between them. The regression coefficient between organizational climate and job satisfaction is .903, with a significance value of .000, indicating a positive relationship between organizational climate and job satisfaction. We can see that for every unit increase in organizational climate, holding all other variables constant, job satisfaction is predicted to increase by 0.9 units. The standard error of the regression coefficients is reasonably low, indicating that the coefficients are estimated reasonably and uniquely.



**Table 6. Summary of the model.**

Sample	R	R Square	Adjusted R Square	Standard error of the estimate	Durbin Watson
1.384	<sup>A</sup>	.147	.143	.51843	1.738
A. Predictive factors: (constants), organizational climate					
B. Dependent Variable: Organizational Commitment					

**Interpretation**

The above table shows that the multiple correlation coefficient (r) through organizational climate is .66 and the habitual R2 is .38, which means that 38% of the variance in organizational commitment can be predicted by organizational climate.



**Table 7. ANOVA.**

Sample squares	sum of	DF	Mean square	F	Sig.
Regression	8.226	1	8.226	30.608	.000A
1 Remainder	47.571	177	.269		
Total	55,798	178			
A. Predictive factors: (constants), organizational climate					
B. Dependent Variable: Organizational Commitment					

**Interpretation**

The above ANOVA results evaluate the overall statistical significance of the regression model in which organizational climate is defined as predictor variable, and organizational commitment is treated as dependent variable. This analysis seeks to find if the regression model explains a statistically meaningful proportion of the variance in organizational commitment compared with a null model that has no predictors.

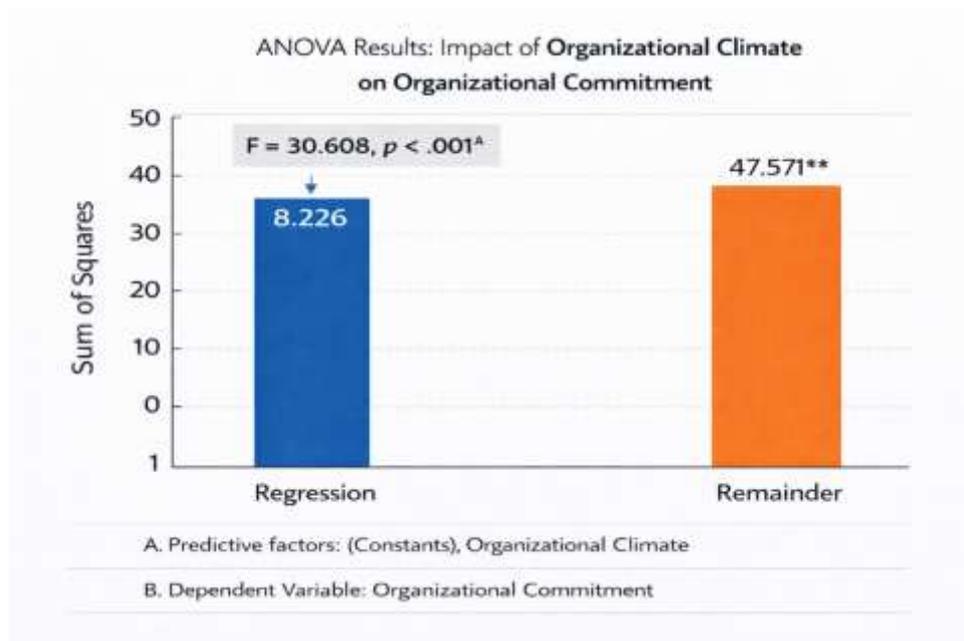
The total sum of squares (SST = 55.798, df = 178) stands for all the variance present in organizational commitment scores across every respondent. The total variability is then divided into two parts: the regression sum of squares (SSR = 8.226, df = 1) and error or residual sum of squares (SSE = 47.571, df = 177). The regression sum of squares refers to the amount of variance in organizational commitment that can be explained by organizational climate, while the residual sum of squares denotes unexplained variance from random error and other uncontrolled factors.



The mean square for regression (MSR = 8.226) is obtained by dividing the regression sum of squares by its degrees of freedom (1), while mean square error (MSE = 0.269) comes from dividing the residual sum of squares by its df (177). The ratio of these two means leaves us with an F - value (F = 30.608).

The obtained F-value of 30.608 is substantially greater than the  $p = .000$  ( $p < .001$ ) level of significance, which means that our model is statistically significant at a extremely high 99.9% confidence interval. As a result, we must reject  $H_0$  - there is no relationship between organizational climate and organizational commitment; or alternatively put, this association happening only by random sampling error is virtually nil.

ANOVA score justifies the fact that the regression equation with predictors fits data better than one without. The high magnitude of the F-statistic and it's low mean square error (0.269) also suggest that organizational climate is contributing statistically and meaningfully to our understanding of variations in organizational commitment.



**Table 8. Coefficient.**

Sample	unstandardized coefficients		Standardized coefficients	
	B	standard error Beta		Sig.
1	(constant) 1.638	.310	5.285	.000



Organizational environment 472	.085	.384	5.532	.000
A. Dependent Variable: Organizational Commitment				

**Interpretation**

This table shows the statistical significance of the independent variables and the direction of the relationship between them. The regression coefficient of organizational climate on organizational commitment is .472, with a significance value of .000, indicating a positive relationship between organizational climate and job satisfaction. We can see that for every unit increase in organizational climate, holding all other variables constant, organizational commitment is predicted to increase by 0.47 units. The standard error of the regression coefficients is reasonably low, indicating that the coefficients are estimated reasonably and uniquely.



**Table9. One-sample test.**

Particular	Test value = 3					
	Tea	DF	Sig. (2-tailed)	Average difference	95% confidence interval of the difference	
					Lower	Upper
Job satisfaction	76.81 4	177	.000	3.61049	3.5177	3.7032

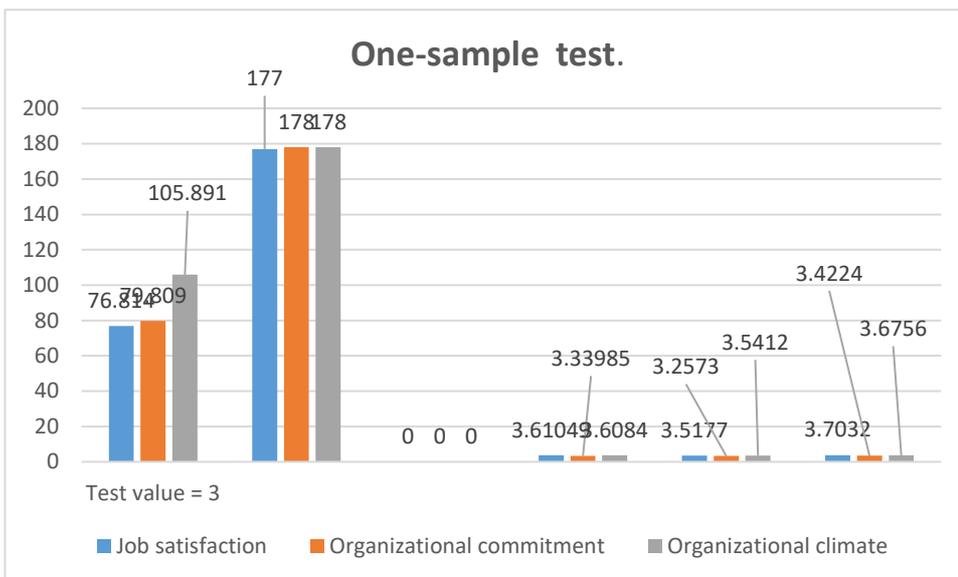


Organizational commitment	79.80 9	178	.000	3.33985	3.2573	3.4224
Organizational climate	105.8 91	178	.000	3.60840	3.5412	3.6756

**Interpretation**

Table 9 shows the points where different autonomy aspects affect the satisfaction and commitment of faculties teaching in the above mentioned seven different universities.

The results show that the t-value of organizational climate is 105.891, which is optimistically associated with job satisfaction and organizational commitment, with a substantial value of .000, which indicates that the measured organizational climate is a significant independent variable for job satisfaction and organizational commitment.



**Discussion**

The results of this study offer solid empirical evidence that employees' job satisfaction and organizational commitment can be influenced by their perception of the organizational climate. That strong positive correlations and regression analysis further to the importance of a conducive, transparent and engaging institutional environment in higher education settings.

Faculties' perceptions of leadership quality, communication, autonomy and collegiality impact affective evaluation of job directly as a powerful predictor of job satisfaction and hence organizational climate has strong predictive power over the satisfaction at their work place. These results are consistent with theories



about organizational behavior that highlight the environmental and contextual forces shaping employees' attitudes. The tighter explained variance around job satisfaction is itself evidence that satisfaction reacts more quickly to work conditions than commitment which was itself much broader across research.

On the other hand, organizational commitment has a lower explained variance with respect to individual items and seems more strongly influenced by organizational climate. This implies that Commitment is a multi-dimensional construct determined by supplementary personal, professional and external factors. Despite this, the strong positive association supports that a healthy organizational climate induces the attitudes of commitment and attachment over time.

The one-sample t-test results provide further support for the general positivity of faculty perceptions in that respondents view their organizational environment and working conditions more positively than neutral standards. Taken together, these findings position organizational climate as a strategic fulcrum to improve both attitudinal outcomes and behavioral engagement in colleges and universities.

## Findings of the Study

1. Faculty members exhibited elevated levels of job satisfaction, organizational commitment, and organizational climate, indicating a predominantly favorable attitudinal and perceptual orientation toward their institutional environment and professional roles.
2. Organizational climate demonstrated a robust positive association with job satisfaction and a moderately strong positive association with organizational commitment, thereby underscoring its differential yet substantively meaningful influence on distinct employee-related outcomes.
3. Regression analysis revealed that organizational climate accounted for approximately 43% of the total variance in job satisfaction, representing a substantial explanatory contribution and constituting a large effect size within the context of behavioral and organizational research.
4. Organizational climate explained nearly 15% of the variance in organizational commitment, affirming its statistical and practical relevance while simultaneously indicating that organizational commitment is shaped by a broader constellation of individual, contextual, and structural determinants.
5. The one-sample t-test results conclusively demonstrated that all three constructs significantly exceeded the neutral benchmark ( $p < .001$  in each case), thereby confirming an overarching pattern of positive faculty perceptions across the measured eleven-item framework.
6. Among all examined predictors, organizational climate emerged as the most salient and influential independent variable, exerting a decisive and statistically significant impact on both job satisfaction



and organizational commitment.

## Conclusion

This correlational study provides robust and comprehensive insights on the complex interactions between organizational climate, job satisfaction, and organizational commitment in the context of higher education institutions. Using rigorous statistical evidence from a variety of descriptive, correlational, regression, and inferential analyses in the study establish organizational climate as one of the main powerful predictors of faculty attitudes and affective work-related outcomes. Not only are the results statistically significant, they offer solid theoretical and practical insight as to how institutional environments forge employee perceptions, motivation and long-run attachment. The study corroborates the argument that organizational climate is not a passive condition but rather an active, dynamic force that pervades day-to-day work experiences. Similarly, an atmosphere of transparent governance, supportive leadership, collegial relationships, and professional independence creates a context within which faculty view their roles as meaningful and valued and their engagement with students as deeply rewarding. This finds empirical corroboration in the share of job satisfaction variance that organisational climate accounts for: satisfaction is deeply sensitive to the nature of institutional space in which academic work is conducted.

Research shed light on the subtle difference between job satisfaction and organizational commitment as attitudinal constructs. Although job satisfaction can be seen as an early and emotional reaction to existing organizational conditions, organization commitment is a long-term psychological attachment evolving over time. The explanatory power of organizational climate, while statistically significant, is much lower as compared to the personal ones further underlining that commitment is a function of multiple elements: personal values, career trajectories, professional identity and degree of competitiveness in the external labor market. However, the findings support the notion that an organizational climate is a necessary basis for fostering long-term commitment and institutional loyalty. High one-sample t-test values point to the relevancy of organizing climate as a shared concept increasing satisfaction and commitment to levels above neutral or indifference. Altogether these findings suggest that perceptions are not randomly distributed by faculty members but rather systematically aligned with structural and psychosocial characteristics of their organizations. In this sense, organizational climate is a strategic intangible asset that can increase institutional effectiveness by promoting positive attitudes of employees to improve performance, engagement and retention. This study adds significantly to theory within organizational behavior and educational management research by empirically establishing the association between climate-satisfaction-commitment links in an academic context. It is a call to arms for institutional leaders to stop managing transactions and instead strategically manage human capital through multi-dimensional, climate-aware initiatives. An enabling organizational climate can improve faculty morale and well-being as well as ensure long-term sustainability



and excellence of higher education institutions. Therefore, the insights gained from this study offer significant empirical grounding for evidence-based decision-making, tactical policy development and future research into the psychosocial underpinnings of academic institutions.

## Suggestions

- Academic institutions should systematically strengthen organizational climate by fostering supportive leadership, collegial relationships, and a culture of mutual respect among faculty members.
- University administrators are encouraged to adopt participative management practices, ensuring faculty involvement in decision-making processes to enhance trust, transparency, and institutional commitment.
- Institutions should prioritize faculty development programs, including opportunities for advanced studies, research collaboration, and continuous professional growth, to sustain long-term job satisfaction.
- Regular organizational climate assessments should be conducted to identify emerging issues, monitor faculty perceptions, and implement timely, evidence-based interventions.

## Implications of Study

- ✓ The study yields substantial practical insights for academic administrators and policymakers in shaping effective institutional strategies.
- ✓ Enhancing teaching and research conditions can significantly improve faculty satisfaction, reduce attrition, and foster sustained stakeholder commitment.
- ✓ Participative governance, transparent decision-making, and continuous faculty development emerge as critical levers for cultivating a positive organizational climate.
- ✓ From a theoretical perspective, the findings empirically validate organizational climate theory within academic contexts and confirm its influence on key employee outcomes.

## Future Scope of the Study

- Future research may extend the study to diverse organizational sectors and geographical regions to enhance the generalizability and comparative relevance of the findings.
- Longitudinal research designs are recommended to examine changes in organizational climate, job satisfaction, and commitment over time and to establish causal relationships more robustly.
- Subsequent studies can incorporate additional mediating and moderating variables such as leadership style, work–life balance, and organizational support to enrich the explanatory framework.



- Qualitative and mixed-method approaches may be employed to capture deeper insights into faculty experiences and contextual nuances that cannot be fully explored through structured questionnaires alone.

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