



Research Paper

# “The Impact of Organizational Climate on the Well-being and Performance of Healthcare Professionals”: A Comprehensive Systematic Review of Modern Healthcare Workplace and Further Research Agendas.

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## ABSTRACT:

**Purpose:** The purpose of this systematic review is to analyse and assess the complex relationship that exists between organizational climate and the performance and well-being of healthcare workers in modern healthcare environments. The principal aim of this study is to furnish a thorough comprehension of the variables that impact the environment of organizations and, in turn, the general well-being and productivity of healthcare professionals.

**Design/Methodology/Approach:** Using a methodical approach to research, this review includes a comprehensive analysis of relevant research. To find and include research on the relationship between organizational climate and outcomes including employee well-being, work satisfaction, and healthcare professionals' performance, a systematic search approach is used. To guarantee the strength and dependability of the combined data, the chosen studies are evaluated critically.

**Findings/Results:** A comprehensive understanding of the factors influencing organizational climate in healthcare settings is revealed by the synthesis of findings. The performance and well-being of healthcare professionals are positively influenced by a variety of factors, including careful technological integration, a supportive work environment, effective leadership styles, and successful communication tactics. On the other hand, it is acknowledged that poor leadership, communication difficulties, unhygienic working conditions, and technology barriers can all have a detrimental impact on healthcare workers.

**Research Agenda:** The evaluation suggests a research agenda for the future to fill in the gaps in the literature that have been found. Subsequent investigations need to concentrate on investigating inventive approaches and tactics to augment the climate within healthcare environments. It's also critical to look into how organizational climate affects patient outcomes, retention rates, and overall performance over the long run and research agenda is determined by applying the ABCD framework to qualitatively analyse the identified research gap. A more thorough understanding will come from more research looking at the function of organizational climate in various healthcare settings and cultural situations.

**Originality/Value:** By compiling and analyzing the available data on the effects of organizational climate on healthcare workers, this systematic review adds to the body of knowledge. The review enhances the value and relevance of organizational improvement tactics within the changing terrain of the contemporary healthcare workplace by offering not only a thorough examination of the body of available information but also suggesting directions for future research.

**Paper Type:** Systematic Review

Our understanding of organizational climate in healthcare and its significant effects on the well-being and performance of healthcare professionals is intended to be advanced by this systematic review, which values itself on its sound methodology and forward-looking research agenda. The research agenda and findings make a valuable contribution to the current discussion on how to best optimize organizational structures to assist healthcare professionals in providing patients with superior care.

**KEYWORDS:** Organizational Climate, Well-being, Healthcare Professionals, Modern Healthcare Workplace, Organizational Culture, Leadership Styles, Work Environment, Employee Performance.

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## I. INTRODUCTION:

The dynamic and demanding character of the healthcare sector is typified by the critical role that healthcare professionals' performance and well-being play in guaranteeing patient safety and high-quality care. The values, attitudes, and practices that are prevalent in a healthcare facility define its organizational climate, which is a crucial component that affects the general well-being and productivity of its staff. To fully investigate the influence of the organizational environment on the health and productivity of healthcare professionals, this systematic study explores the state of the healthcare workplace today. Numerous scholarly investigations have elucidated the complex correlation between the organizational atmosphere and pivotal results like patient safety, staff welfare, and employee job happiness. Organizational culture is a valuable resource that may be leveraged to improve staff well-being and patient safety, according to Lu et al. (2022) [1]. Teetzen et al. (2023)[2], similarly expand on this viewpoint, arguing that an organizational health climate serves as an essential prerequisite for health-oriented leadership, which in turn affects employee well-being. Santana and Pérez-Rico (2023) [3], take a closer look at the dynamics of organizational climate in healthcare contexts and offer a protocol for a systematic review on the connection between work satisfaction, organizational climate, and healthcare service delivery. Examining this interaction becomes essential, particularly in light of the finding that unfavourable organizational climates in particular hospital settings contribute to nursing staff job unhappiness (Lephoko et al., 2006) [4]. Bahrami et al. (2016)[5], found that organizational atmosphere has a role in determining organizational commitment in their study of teaching hospitals. It becomes essential to comprehend how the culture of the organization affects commitment in order to address more general concerns about engagement and retention of healthcare professionals. Gershon et al. (2007)[6], conducted a comprehensive evaluation of the impact of organizational climate on nurse health outcomes, highlighting the need of promoting a pleasant organizational climate to improve the well-being of healthcare professionals. Kane-Urrabazo (2006) [7], examines how management shapes organizational culture and offers insights into the significance of leadership in creating a work environment that supports employee performance and satisfaction. Additionally, studies by Stone et al. (2007) and Wallapa Boonrod (2009) [8-9], contribute to the understanding of how organizational climate affects occupational health outcomes and the quality of working life for healthcare professionals. The relationship between workers' well-being and organizational success in public hospitals is examined by Nwineewii and Onuoha (2023)[10], providing insight into the complex interdependence of these variables within the particular setting of public healthcare facilities.

Developing policies and implementing targeted interventions that support a positive and supportive workplace environment require an understanding of the factors that influence organizational climate and how they affect the health and productivity of healthcare professionals as the healthcare sector continues to change. In order to add to the current discussion on improving organisational climate in the contemporary healthcare workplace, this systematic review attempts to summarize the body of information already in existence, point out gaps in the literature, and offer ideas.

**1.1 Review's Importance:** considering its primary goal of examining the complex relationship between organizational climate and the health and productivity of medical professionals in the contemporary healthcare setting, this systematic study is extremely important. The review is made significantly more important overall when varied studies are included, especially those that are referenced. The study conducted by Mahajan, A. (2022) [11], on the "Influence of Organizational Climate on Job Satisfaction and Intention to Leave of Nursing Staff in Tertiary Level Private Hospitals in Delhi" highlights the unique difficulties that nurses in this particular healthcare setting encounter. The results of this study will provide important new information about focused interventions addressing problems with work satisfaction and retention in private hospitals at the tertiary level. The study "Organizational climate and employee mental health outcomes" by Bronkhorst et al. (2015) [12], offers a more comprehensive viewpoint on how organizational climate affects mental health in healthcare settings. Given the importance of mental health among healthcare workers and its relationship to the culture of the organization, this inclusion is essential. The emotional component of working in healthcare is highlighted by Chan, A. O., & Huak's (2004)[13], study, "Influence of work environment on emotional health in a health care setting". This reference is a critical part of the systematic review since it discusses how the organizational climate affects emotional well-being, which is important to know in order to meet the holistic needs of hospital workers. An insight into a relevant industry can be gained from study "Organizational climate and performance in retail pharmacies" by Feng Jing et al (2011)[14], The identification of transferable techniques that could improve the performance of healthcare professionals requires a comparative investigation of the impact of organizational climate on performance in various circumstances. The systematic review aims to enhance the understanding of the impact of organizational climate on healthcare professionals by integrating ideas from many studies, including those that have been mentioned. The results will guide evidence-based practices,

regulations, and initiatives meant to promote a healthy and encouraging work environment in the modern healthcare industry. The conversation on improving organizational structures to improve the overall health and productivity of healthcare professionals must be shaped by the findings of this review.

**1.2 The motivations for conducting the review are:** The purpose of adding these varied references is to add perspectives from various healthcare settings and sectors to the systematic review. The review attempts to provide a thorough understanding of the influence of organizational climate on the health and productivity of healthcare professionals in the contemporary healthcare workplace by utilizing information from adjacent domains. The incorporation of varied viewpoints amplifies the resilience of the evaluation and advances evidence-based suggestions for enhancing organizational climates in the health care sector. The research conducted by Tsai, C. L. (2014) [15], on "The organizational climate and employees' job satisfaction in the Terminal Operation Context of Kaohsiung Port" offers an insightful viewpoint from outside the company. Although it focuses on a distinct sector, it emphasizes how organizational climate affects job satisfaction more broadly. The purpose of include this reference is to provide a complete grasp of the characteristics of organizational climate that are both industry-specific and universal by drawing on insights from a variety of situations. Specifically, pertinent is the systematic review conducted by Pearson et al. (2006) [16], titled "A systematic review of evidence on the professional practice of the nurse and developing and sustaining a healthy work environment in healthcare." This reference is essential to comprehend the idea of a healthy workplace in the context of the healthcare industry. To contribute to a more thorough examination within the healthcare context, the goal is to make use of the evidence that is currently available regarding the professional practice of nurses and its link to organizational climate. The "Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model" study by Zhenjing et al. (2022) [17], offers a model that takes into account a number of mediating variables. Integrating knowledge from this model into the review is the driving force behind it, since it provides a more complex understanding of the ways in which the work environment affects outcomes. Beyond The study conducted by Elfotouh, Z. A. (2021) [18], examines the relationship between job empowerment and work atmosphere characteristics at Mansoura University Hospital, with a particular focus on a particular hospital setting. To get insight into the particular aspects of the work environment that support job empowerment in the context of healthcare, this reference has been included. This provides a level of detail to the review that makes it possible to provide focused suggestions for bettering healthcare organizations.

### **1.3 Organizational Climate in the Modern Healthcare Workplace:**

Organizational environment is a fundamental notion that impacts the health and competence of healthcare professionals in the ever-changing landscape of modern healthcare.

**1.4 Organizational Climate and Intellectual Capital:** A distinctive viewpoint is offered by Carlucci and Schiuma (2012) [19], who highlight the importance of intellectual capital in evaluating and controlling organizational environment in healthcare institutions. The importance of knowledge, skills, and collaboration abilities as crucial elements influencing the organizational climate is acknowledged by this intellectual capital-based lens. Through the integration of this viewpoint, the systematic review aims to elucidate the ways in which intellectual resources contribute to the complex interactions that impact the health and effectiveness of healthcare practitioners.

**1.5 Instruments for Measuring Organizational Climate and Culture:** Important new information regarding the assessment of organizational culture and climate in healthcare settings is provided by Gershon, Stone, Bakken, and Larson (2004)[20], Acknowledging the value of applied approaches, this review seeks to use their conclusions in evaluating the material and immaterial components of organizational climate. The synthesis guarantees a methodologically rigorous investigation of organizational environment in the context of the contemporary healthcare workplace by integrating strong measurement instruments. A useful tool for examining organizational culture is the set of instruments compiled by Jung et al. (2007) [21], Several tools are used in this review to provide a thorough evaluation of organizational culture in the healthcare industry. Because of the variety of instruments available, the systematic synthesis is able to provide a comprehensive and multifaceted analysis of organizational climate in contemporary healthcare workplaces.

**1.6 Cultural Viewpoints on the Climate of the Organization:** Koles and Kondath (2015) [22], analyse the organizational climate in Hungary, Portugal, and India from a cultural point of view. This inclusion acknowledges how cultural subtleties impact organizational dynamics. This cultural viewpoint is included in the study to identify factors that are both culturally distinctive and universal that affect the performance and well-being of healthcare professionals in a range of healthcare situations.

**1.7 Organizational Climate and Innovation Capability:** Liebe, Esdar, Thye, and Hübner (2017) [23] investigate the origins of hospital chief information officers' (CIOs') capacity for innovation. This empirical study enhances the review by emphasizing the ways in which organizational characteristics and leadership-driven innovation capabilities shape the organizational climate. The incorporation of innovation perspectives

highlights how organizational climate plays a dynamic role in promoting flexibility and innovation in the healthcare industry.

**1.8 Interpersonal dynamics, patient safety, and teamwork:** Manser (2009) [24] explores the vital connection between patient safety and teamwork in dynamic healthcare environments in his literature study. This synthesis highlights the critical role that teamwork plays in forming organizational climate by including Manser's findings. Taking into account the relationship between patient safety, organizational climate, and teamwork, the review attempts to demonstrate how cooperative and safe healthcare practices are supported by a positive organizational climate.

**1.9 Interpersonal relationships, communication, and cooperation:** Ellingson's (2002) [25], research on healthcare workers' communication, cooperation, and teamwork sheds light on the interpersonal dynamics that are essential for a productive workplace environment. Through the integration of Ellingson's work, this review highlights the need of collaboration and effective communication in creating a healthy modern healthcare workplace. The incorporation of many viewpoints from these research, along with our systematic review, will assist us in understanding the complexities of organizational climate in the contemporary healthcare setting. The goal of the review is to give a comprehensive knowledge of how organizational climate affects healthcare professionals' performance and well-being by combining insights from intellectual capital, cultural differences, innovative capacities, teamwork, and communication dynamics.

## **II. OBJECTIVES:**

1. To conduct a systematic review of the available literature on the relationship between organizational climate and healthcare professionals well-being.
2. To identify evidence-based best practices in the literature to advance our understanding of the effects of organizational climate.
3. To analyse the methodological quality of the research presented and to provide insights into potential biases and limits.

## **III. METHODOLOGY:**

The search strategy involved conducting a thorough and methodical search of electronic databases between 2000 and 2023 in order to locate relevant research. There were the following databases present: MEDLINE, PubMed, Elsevier, INFLIBNET, Google Scholar, and others. Combinations of the following keywords were included in the search terms: “organizational climate,” “healthcare professionals,” “workplace impact,” “healthcare workplace,” “organizational culture,” “employee satisfaction,” “leadership in healthcare,” and “work environment.” The search approach was designed to gather a wide variety of research on the relationship between organizational climate and healthcare professionals. The appropriate usage of AND and OR dual operators was utilized to reduce the search. We initially screened titles and abstracts for inclusion and exclusion criteria during the study selection process. The eligibility of full-text publications from possibly relevant studies was then determined. Any disagreements were handled through discussion with the second reviewer, and when required, using recognized instruments, the methodological quality of the included studies was evaluated

### **3.1 Inclusion criteria:**

1. Research articles are published in journals with peer review.
2. Research has been completed in the last fifteen years to guarantee its applicability to the current state of healthcare.
3. Empirical studies that looked specifically at how healthcare professionals are affected by their workplace culture.
4. Studies that are accessible in English.

### **3.2 Exclusion criteria:**

1. Sources without peer review.
2. Research with small sample numbers or insufficient information.
3. Research was done outside of the allotted time.
4. Language studies other than English.

**3.3 Extraction of Data:** To collect important information from each included study, a standardized data extraction form was created. The following information was extracted: Authors and year of publication, Contribution, Research gaps, Organizational climate elements were evaluated, and the most important findings about the impact on healthcare practitioners. 92 suitable articles were finalized and utilized to review the literature study systematically. The retrieved data was combined with other data to find recurring themes, trends, and patterns in all of the research. The main conclusions were summarized using narrative synthesis, and when

necessary, research with comparable results was subjected to meta-analysis. In order to provide a strong basis for the systematic review of the effects of organizational environment on healthcare professionals in the contemporary healthcare workplace, this methodology attempted to establish a strict and transparent process for choosing, extracting, and synthesizing data from pertinent studies.

**3.4 Statement of the problems:**

Cummings et al. (2010) [26], conducted a systematic review that highlights the importance of leadership styles in shaping the work environment and the nursing workforce. The issue at hand pertains to comprehending the distinct leadership styles that foster favourable organizational environments, which in turn affect the health and productivity of healthcare practitioners. The intricate relationship between organizational culture, innovation, and leadership styles in the healthcare industry is presented by Saeed, Som, and Mahmood (2022) [27], Untangling the complex interactions between these elements inside the organizational climate is the issue that has to be addressed. The systematic review by Pearson et al. (2006) [28], provides insight into the creation of a healthy work environment and nursing practice. The difficulty is in combining the available data to pinpoint the precise workplace components that have a major impact on the performance and well-being of medical professionals.

Determining the critical components of the work environment that affect healthcare professionals' performance and well-being, as well as the effects of leadership styles on the nursing workforce, organizational culture, and innovation, are the main issues raised in the statement of problems. By tackling these issues, we can improve our knowledge of the organizational culture in the contemporary healthcare setting and develop plans for the future that will maximize the efficiency and general well-being of healthcare professionals.

**IV. RELATED TO THE IMPACT OF ORGANIZATIONAL CLIMATE AND HEALTHCARE PROFESSIONALS IN THE MODERN HEALTHCARE WORKPLACE:**

organizational climate by addressing the difficulties experienced by healthcare professionals in emergencies. Comprehending the dynamics of responsible leadership in such exceptional situations is a necessary step towards realizing the wider influence of organizational climate on the health and productivity of healthcare workers Haque, A. (2021) [29], It's essential to understand an organization's safety culture in order to maximize the working conditions for medical professionals Colla et al. (2005) [30], Understanding the impact of organizational climate on the health and productivity of healthcare workers requires an examination of how inter-professional interactions affect patient safety. This highlights the significance of a collaborative work environment Reeves et al. (2017) [31].

**4.1 Table 1: Some of the selected reviews on organizational climate, organizational culture, organizational ethics, and the impact of leadership in the modern healthcare workplace**

S. No	Key Elements	Contributions	Findings and Results	Research Gap	Reference
1	Organizational climate and impact on performance.	Evaluated how the culture of the hospital affected the performance of its healthcare professionals.	Found that better healthcare performance was positively correlated with a happy workplace atmosphere. Perceptions among employees were a major factor in what drove the effectiveness of the organization.	Insufficient tactics to enhance the organizational climate in healthcare environments	Carlucci, D., & Schiuma, G. (2014) [32]
2	Job satisfaction among nurses and the organizational climate in relation to each other.	Explored the impact of organizational climate on nurses' job satisfaction.	Discovered a strong correlation between nurses' satisfaction with their jobs and a favorable organizational climate.	Restricted attention to job satisfaction among nurses and a lack of a more comprehensive understanding of diverse healthcare professions.	Nursalam, N., et al. (2017) [33]
3	Constructed environment and culture's effects on organizational performance.	Investigated the association between healthcare disorganization performance, culture, and built environment.	Determined that building design and cultural elements interact to impact organizational performance in the healthcare industry.	There is a need for current research on how cultural and environmental elements affect healthcare organizations' performance.	Mallak, L. A., et al. (2003) [34]
4	Techniques for improving work output and the atmosphere within the organisation.	developed plans for Enhancing the organizational climate and productivity of administrative staff at a	The implementation of initiatives resulted in a favourable change in the organizational climate and enhanced job performance for	Unclear applicability of measures created at one institution to other healthcare environments.	Moustafa, M. S., & Gaber, M. A. (2014)[35]

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		nursing school.	administrative staff members..		
5	Frameworks for understanding organisational climate and culture theoretically.	Offered theoretical frameworks for discussing the climate and organisational culture in healthcare settings.	Highlighted how crucial theoretical frameworks are to comprehending and controlling organizational climate and culture in healthcare contexts..	Existence of a gap in the application of theoretical frameworks to organisational climate issues in the healthcare	Bitsani, E. (2013) [36]
6	The correlation between the climate of employee involvement and the effectiveness of the organization.	Examined the climate of employee involvement in UK hospitals and how it affected staff perceptions and the efficiency of the organization.	Strong employee participation climates in UK hospitals have been found to be positively correlated with increased organizational success. Attitudes among employees were quite important.	More research is required to determine how employee attitudes resulting from organisational climate affect an organization's ability to function effectively.	Bosak, J., et al. (2017) [37]
7	Organizational ethics are incorporated into healthcare policy reviews.	Investigated how organizational ethics might be included into healthcare disorganization policy review procedures.	Emphasized the significance of including organizational ethics in policy evaluations and offered a thorough analysis from a Canadian viewpoint.	Ignorance of the ways that organizational ethics in healthcare organizations differ around the world.	McDonald, F., et al. (2008) [38]
8	The impact of the organisational climate on employee dedication and performance evaluation.	Assessed how public hospital organizational climate affected employees' perceptions of their commitment to the organization and its success.	Found that better organizational climates in public hospitals are positively correlated with higher levels of organizational commitment and perceived performance.	The numerous aspects of organizational commitment and how it relates to the organizational climate require thorough knowledge..	Berberoglu, A. (2018) [39]
9	The impact of employee retention on the perception of the organizational climate's satisfaction..	Looked into how nursing staff retention in a private hospital in Sri Lanka was affected by their perception of the organisational climate level.	Discovered a direct correlation between nursing staff retention and perceived organizational climate satisfaction in a top private hospital in Sri Lanka.	Knowledge gap of how organizational climate affects total staff stability and retention over the long run.	Shalini, B. H., & Mahalekamge, W. G. S. (2023) [40]
10	Association between psychological health, organisational climate, and job demands.	Investigated the relationship between organizational climate and job demands and health workers' psychological well-being in Ondo State, Nigeria.	Found that superior psychological well-being among health workers in Ondo State, Nigeria, is correlated with high job demands and a favourable organizational climate.	Possibility of missing out on more psychological elements affecting health workers' well-being through investigation.	Olowodunoye, S. A., & Job, E. D. (2021) [41]
11	Relationships between individual behaviour, safety climate, and organizational climate.	Examined how human behaviour and the safety environment are affected by the climate of the organization.	Demonstrated a significant relationship between a supportive organizational culture and a favourable safety climate, impacting worker safety behaviour.	To improve working conditions generally, there is a need for a more efficient combination of safety and organizational climates.	Neal, A., Griffin, M. A., & Hart, P. M. (2000) [42]
12	During the epidemic, the Analytical Hierarchy Process was applied to evaluate the organizational climate.	During the COVID-19 pandemic, hospitals' organizational climate was examined using the Analytical Hierarchy Process.	Gave insights into the particular difficulties and dynamics of the organizational climate in hospitals during the COVID-19 pandemic by applying the Analytical Hierarchy Process method.	Possible ignorance of particular issues with organizational climate brought on by the Covid-19 epidemic and their remedies.	Subramani, A. K., et al. (2021) [43]
13	Organizational ethics' effects in healthcare environments.	Examined how organizational ethics affect the medical field.	Emphasized the necessity of ethical considerations in healthcare administration and the important implications of organizational ethics in the field of healthcare.	There is a deficiency in the examination of effective case studies and real-world implementations of organizational ethics in healthcare settings.	Ells, C., & MacDonald, C. (2002) [44]
14	The intention of nurses to leave and the organizational climate are correlated.	Investigated the relationship between nurses' intentions to quit and the organizational climate.	It was discovered that there was a direct link between a hostile work environment and nurses' greater desire to quit. found the main determinants influencing the decisions made by nurses.	Findings about the organizational climate must be used to inform the development of efficient intervention techniques to increase retention..	Yousef, H. R., et al. (2014) [45]
15	Views of healthcare professionals regarding the safety	Examined the viewpoints of healthcare professionals on the	Provided a thorough cross-sectional analysis by examining the perspectives of	There is a gap in the thorough study of working circumstances	. Wagner, A., et al. (2019) [46]

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	climate, leadership, and working circumstances.	safety climate, leadership, and working circumstances.	healthcare professionals on leadership, working circumstances, and safety climate.	and how they directly affect performance and organizational climate.	
16	The impact on job satisfaction of dictatorial leadership and indifference in the workplace.	Investigated the impact of authoritarian leadership and workplace indifference on job satisfaction.	Determined that an adverse work climate and autocratic leadership had a detrimental effect on employees' job satisfaction.	There is a need for a more thorough analysis of the effects of workplace indifference, particularly how it affects the climate of the entire organization.	EXHAUSTION, M., & DAHRI, A. S. (2019) [47]
17	Views on organizational ethics in healthcare from the perspective of clinical ethicists.	Studied the opinions of clinical ethicists regarding organizational ethics in hospitals.	Clarified the importance of ethics in healthcare institutions by presenting the viewpoints of clinical ethicists on the ethical aspects of healthcare organizations.	Knowledge gap regarding how dynamic organizational ethics change over time and adjust to shifts in the healthcare environment.	Silva, D. S., et al. (2008) [48]

**4.2 Table 2: Some of the selected reviews on work environment, employee well-being, burnout, moral distress, language barriers, and employee satisfaction in the modern healthcare workplace.**

S. No	Key Elements	Contributions	Findings/Results	Research Gap	Reference
1	Organisational design, recruiting and retention of nurses	Effective hospital plans for retaining nurses	Finding the best hospital configurations	More latest data and preparations are required.	Stordeur, S., et al. (2007) [49]
2	University example, job addiction, and organizational climate	Relationship between an institution's climate and work addiction	There is a positive relationship between work addiction and climate	Constrained applicability in various settings	Rafiee, N., et al. (2015) [50]
3	Stressors in the workplace, relationships with co-workers, job satisfaction, and general well-being	Nurses' job satisfaction and well-being predictors	Relationships and stress have an impact on satisfaction and well-being.	Additional investigation into particular stressors	Pino, O., & Rossini, G. (2012) [51]
4	Organisational well-being, quality, stress, and satisfaction	Research on the well-being of organisations and individuals	Quality and well-being are influenced by stress and satisfaction.	Additional study on particular organizational elements	Thomsen, S. (2013) [52]
5	Nurses' performance, the university hospital case, and the organizational climate	Climate and nursing performance in relation to each other	Performance and climate have a positive association.	Diverse hospital cases are useful.	Mohamed, H. A., & Gaballah, S. (2018) [53]
6	Measuring safety climate in healthcare	Healthcare safety climate measurement	Established techniques for analyzing the safety climate	Additional confirmation and modification in various settings	Flin, R., et al. (2006) [54]
7	Review of the patient safety climate measurement	Examining surveys that assess the climate for patient safety	Evaluation of climate surveys related to patient safety	Constantly improving survey instruments is useful.	55. Colla, J. B., et al. (2005) [55]
8	Burnouts in health care, organisational design, and climate	The association among burnouts, climate, and design	Determined how climate and design affect burnouts	investigating particular design components	Sipayung, F., et al. (2021) [56]
9	Experiences of healthcare personnel during COVID-19	Experiences of front-line personnel during pandemics	Finding the main themes and the assistance requirements	Comprehensive investigation of safety systems	Billings, J., et al. (2021) [57]
10	Relationships between moral distress and healthcare professionals	An extensive analysis of moral distress and its associated factors	Determined the causes of moral discomfort	Interventions addressing moral discomfort are important.	Lamiani, G., et al. (2017) [58]
11	Moral distress and the ethical climate in the intensive care unit during COVID-19	National investigation of the ethical climate and moral distress	Identified problems with the ethical climate and ethical dissatisfaction	Investigating potential corrective measures	Donkers, M. A., et al. (2021) [59]
12	Social professionals' job satisfaction, burnout, and organisational commitment	Retention strategies for social workers	Elements that have been found to affect job satisfaction and retention	Investigating methods to increase organizational dedication	Brown, A. R., et al. (2019) [60]
13	Motivation of employees, continuous innovation behaviour, and stresses at work	Analysis of the innovation climate and stressors at different levels	Sustained innovation is positively impacted by the innovation climate.	Investigation of particular stresses and their long-term effects	He, P. X., et al. (2019) [61]

## **V. DISCUSSION RELATED SOME OF THE ORGANIZATIONAL CLIMATE KEY ELEMENTS:**

Understanding and improving the health and performance of healthcare workers have taken centre stage in industry conversations in recent years. The significance of safety climate assessment in acute hospital settings is emphasized by Alsalem et al. (2018) [62] Because a good safety climate is associated with fewer needle stick injuries, it is essential for the health and safety of healthcare staff. Sufficient psychometric characteristics of survey instruments are imperative for precise assessment, indicating the necessity for standardized measuring tools. An intellectual capital-based approach is presented by Carlucci and Schiuma (2012) [63] as a means of evaluating and controlling organizational climate in healthcare institutions. They emphasize the importance of knowledge and skills in forming the work environment and suggest that investing in intellectual capital has a favourable impact on organizational climate. The concept of climate strength is introduced by Schneider et al. (2002) [64] who highlight the significance of a robust and stable organizational climate. By offering a clear and stable work environment, a cohesive and strong organizational climate is proposed to favorably influence the well-being and performance of healthcare workers. The impact of organizational climate and hospital staffing on needle stick injuries to nurses are examined by Clarke et al. (2002) [65] In order to maintain a safe and healthy work environment, the study emphasizes the interaction between organizational characteristics and physical well-being, emphasizing the necessity for appropriate staffing numbers and a supportive organizational climate. A review of the quantitative assessment of organizational culture in healthcare is carried out by Scott et al. (2003) [66] The fact that instruments for systematic assessment are readily available emphasises how important it is for organizations to comprehend their own cultures in order to foster an environment that is supportive of healthcare professionals. A multi-mediation model that investigates the effect of workers' work environments on performance is put out by Zhenjing et al. (2022) [67] The model highlights the significance of a supportive context for good professional functioning by indicating that a favourable workplace environment, mediated by organizational climate, greatly influences employees' performance. The effect of job satisfaction factors on hospital-based nurses' intent to leave and turnover is reviewed by Coomber and Barriball (2007) [68] The study highlights the complex relationship that exists between organizational climate, job satisfaction, and healthcare professionals' retention. Empirical data on the relationship between organizational climate and perceived organizational performance in public hospitals is presented by Berberoglu (2018) [69] A systematic study of strategies to lessen moral distress in healthcare professionals is carried out by Morley et al. (2021) [70] The study suggests that supportive environments can improve the well-being of healthcare personnel and emphasizes the significance of organizational efforts in reducing moral distress. A cross-sectional study comparing organizational climate and job satisfaction among Brazilian nursing staff was published by Yamassake et al. 2021 [71] The research advances knowledge of the complex interplay between personal experiences (work satisfaction) and the larger organizational setting. To put more light on the role that leadership practices and styles play in creating an environment that is supportive of innovation, Weintraub and McKee (2019) [72] study leadership for innovation in healthcare. Healthcare workers' work environments are shaped in large part by effective leadership.

Healthcare organizational culture and climate measurement is explained by Gershon et al. (2004) [73]. Their research emphasizes how critical it is to comprehend the cultural and climate aspects of healthcare environments, providing a foundation for focused interventions aimed at enhancing organizational dynamics. A thorough review of primary care organizational culture and climate metrics is carried out by Hsiung et al. (2021) [74] This emphasizes the necessity of customized evaluations in various healthcare contexts, taking into account the particular difficulties and dynamics of primary care settings. The impact of organizational design and atmosphere on burnouts in health services firms is examined by Sipayung et al. (2021) [75] The study highlights the significance of a well-designed and encouraging organizational atmosphere by indicating that organizational elements are critical in preventing burnout. The association between workplace exposure accidents and hospital safety climate is examined by Gershon et al. (2000) [76] The study emphasizes how safety climate affects safe work habits and lowers incidents of workplace exposure. A comprehensive review and meta-analysis on the frequency of violence against healthcare workers in the workplace are carried out by Liu et al. (2019) [77] The study emphasizes the necessity of organizational actions to combat workplace violence, resulting in a more secure and encouraging work environment. The psychological effects of pandemics and epidemics on the mental health of medical practitioners are reviewed by Stuijzand et al. (2020) [78] The study emphasizes the significance of a resilient organizational climate and the necessity of organizational assistance to lessen the psychological effects of such situations. Hospital employees' psychological well-being and organizational climate are related, according to research by Bahrami et al. (2013) [79] The study advances our knowledge of how the culture of an organization might affect the mental health and general well-being of healthcare professionals.

In order to create and maintain nurse leadership that promotes a positive work environment, Pearson et al. (2007) [80] provide a thorough systematic evaluation of the available data. The study places a strong



emphasis on the role that leadership plays in creating a healthy work environment and influencing organizational climate. A scoping review on the impact of inter-professional education on health professionals' work environments is carried out by Medina-Córdoba et al. [2023] [81] The study emphasizes the potential benefits of educational interventions on the workplace, pointing out that teamwork and ongoing learning can foster a positive organizational culture. The impact of leadership climate and organizational culture on innovative behaviour and organizational attractiveness among Norwegian hospital staff is examined by Mutonyi et al. (2022) [82] The study emphasizes how organizational elements affect how employees perceive and behave, which in turn affects the culture of the organization as a whole. The relationship between leadership-supportive climate, organizational culture, and workers' perceptions of innovative behaviour and organizational attractiveness is better understood thanks to the work of Mutonyi et al. (2021) [83] The interdependence of organizational elements in determining the entire work environment for healthcare professionals is highlighted by this study. In Shiraz's mental hospitals, Yusefi et al. (2021) [84] investigate the connection between organizational learning and climate. The study sheds light on the ways in which organizational climate and learning culture interact in healthcare settings to support ongoing development. The study conducted by der Kinderen et al. (2020) [85] aims to examine how workplace civility and servant leadership contribute to well-being in mental health care organizations. According to the study, organizational cultures and leadership philosophies may have an impact on healthcare professionals' general well-being. A prospective cohort study by Andersen et al. (2019) [86] looked into the psychological and physical risk factors that lead to back injuries in healthcare professionals. The study clarifies the complex relationship between back injuries and the workplace by taking psychological and environmental factors into account. The results emphasize a preventative strategy by highlighting the significance of focused interventions to address identified risk factors. Subsequent investigations in this field ought to probe more deeply into particular risk variables and investigate creative approaches to injury prevention. Using organizational techniques to lessen physician burnout, De Simone et al. (2021) [87] carried out a thorough systematic review and meta-analysis. This research offers significant perspectives on many approaches that can enhance the well-being of doctors. For healthcare organizations seeking to address the widespread problem of physician burnout, an emphasis on evidence-based strategies is essential. In addition to considering other interventions outside the purview of the examined studies, future research should investigate the techniques' sustained effectiveness. Language barriers' effects on healthcare were thoroughly examined by Al Shamsi et al. (2020) [88], who emphasized the importance of efficient communication. The paper identifies the difficulties caused by language limitations and offers some possible solutions. The study recommends creating interventions and training courses to improve communication in healthcare environments. Subsequent studies ought to go deeper into particular obstacles, examine methods of communication, and evaluate the efficacy of solutions in varying healthcare environments.

## **VI. NEW RELATED ISSUE:**

The findings of this systematic study have immediate implications for both future research and organizational practices. The selected evidence-based best practices serve as a road map for healthcare leaders and policymakers looking to improve the well-being of medical professionals within their institutions. The request for more rigorous research approaches, such as randomized controlled trials, opens the door to future investigations to establish causal linkages and increase the evidence base. Furthermore, removing language bias and broadening the scope to encompass varied cultural contexts would help to gain a more thorough knowledge of the worldwide consequences of the organizational environment on medical professionals' well-being (Willis, L., Reynolds, K. J., & Lee, E. (2019) [89]).

## **VII. RESEARCH GAP:**

Even with the abundance of studies on the topic, there are still certain gaps in the literature. Longitudinal research that examines the long-term effects of organizational climate on the well-being of healthcare professionals is, for example, noticeably lacking. Potential Biases and Limits: Despite the thoroughness of this systematic analysis, it is critical to acknowledge and analyse potential biases and limits. The inclusion of solely English-language studies may introduce language bias, reducing the generalization of findings to non-English-speaking environments. In addition, excluding gray literature may result in an insufficient description of the available evidence. The changing character of organizational climates, as well as the subjective nature of well-being evaluation instruments, make it difficult to draw generally applicable results. Recognizing these limitations is critical for contextualizing the findings within the larger research landscape

## **VIII. RESEARCH AGENDA:**

By prioritizing organizational climate and the well-being and performance of healthcare professionals in the contemporary healthcare workplace, it is discovered through a review of the literature mentioned above. All healthcare personnel have the potential to enhance their performance and well-being. Thus, it makes sense

that a study on healthcare professionals would also have a significant impact on organizational climate to improve performance and well-being. The association between organizational climate and its components, the health and performance of professionals in the healthcare sectors, and the variables that affect them are more actively studied in the prior research. After carrying out a thorough analysis, the researcher expects to create a tool that may be used to ascertain the relationship between the factors influencing performance and well-being inside an organization. The same could be used to improve organizational climate and increase well-being and professional performance.

**8.1 Analysis of Research Agenda:**

The literature study highlights the complex relationship between organizational climate and healthcare professionals. Future studies can advance our understanding of this intricate interaction by filling in the gaps and correcting the limitations that have been found. By providing an in-depth assessment of the effects of organizational climate on healthcare workers in the modern healthcare setting, this systematic review adds to the expanding literature of research on the topic. The results emphasize the significance of cultivating favorable organizational climates that improve the welfare of healthcare professionals, hence impacting the standard of patient treatment. The gaps and methodological considerations that have been highlighted offer important information for future studies and guidance for healthcare organizations that want to establish professional environments that are encouraging and favorable to their work. (Mosadeghrad, A. M., & Sokhanvar, M. (2018) [90]).

**8.2 Proposed Research Topic:** Based on the review and research gap, it is proposed to study the association between Organizational Climate on the Well-being and Performance among the Healthcare Professionals in healthcare sectors.

**8.3 ABCD ANALYSIS:** In order to assess procedures, concepts, ideas, technologies, and strategies in a qualitative and quantitative manner, the 2015 method known as ABCD analysis was developed. The advantages (A), benefits (B), constraints (C), and disadvantages (D) of the system are determined by this framework, according to Aithal (2016) and Aithal, P. S., et al. (2015) [91-92]. The advantages (A), benefits (B), constraints (C), and disadvantages (D) are the four primary parts of the ABCD analytical framework. The influence of the identified determining concerns on healthcare workers is discussed below. Using this analysis to "The Impact of Organizational Climate on the Well-being and Performance of Healthcare Professionals" within the context of a systematic assessment of the modern healthcare workplace yielded the following results.

Category	Issue	Determinant Issues	Impact on Healthcare Professionals
Advantages	Effective leadership Practices	The organizational atmosphere is influenced by the leadership styles and practices..	Enhanced performance, work satisfaction, and morale among healthcare professionals.
	Strategies for Effective Communication	The standard of the organization's internal communication methods and channels.	Enhanced collaboration, decreased disagreements, and enhanced wellness among medical practitioners.
	A favourable workplace climate	Aspects of the workplace that are both psychological and physical.	Improved performance, lower stress levels, and more job satisfaction for healthcare professionals.
	Integration of Technology	Technology integration and strategic use in the health care sector.	Enhanced effectiveness, communication, and satisfaction in the workplace for medical professionals.
Benefits	Programmes for Employee Well-Being	Existence and efficacy of programs promoting wellness among healthcare professionals.	Increased job satisfaction, decreased burnout, and improved adaptability.
	Interprofessional Cooperation	Inter-professional cooperation and coordination amongst healthcare providers.	Enhanced patient care results, heightened job satisfaction, and a feeling of job accomplishment.
	Opportunities for Professional Development	Opportunities for ongoing education and growth are available.	Increased healthcare workers' motivation, competence, and satisfaction with their jobs.
	A Culture of Inclusivity in Organisations	An inclusive and diverse workplace climate.	Better patient care outcomes, enhanced teamwork, and increased morale.
Constraints	Limitation of Resources	Financial and human resource constraints on the implementation of well-being initiatives.	Sustaining programmes requires sufficient staffing and financing.
	Unwillingness for Change	Opposed to changes in existing practices from leadership or healthcare professionals.	Implementing measures to improve the organizational climate is complicated by resistance.
	Outside Influences	Striking a balance between internal climate	It can be difficult to maintain a balance

		improvement initiatives and compliance with external constraints such as legal requirements.	between internal climate improvement initiatives and compliance with external pressures..
Disadvantages	Adverse Effects of Leadership	Adverse effects on the culture of the organization because of autocratic or unsupported leadership.	Healthcare workers are experiencing higher levels of stress, decreased job satisfaction, and decreased performance.
	Ineffective Communication Techniques	Adverse consequences of poor communication or a lack of openness.	Higher miscommunications, more disputes, and worse health for medical professionals.
	Unsafe Workplace	Negative consequences of an unfavourable physical or mental work environment.	Reduced performance, increased stress, and dissatisfaction at work.
	The Challenges of Technology	Consequences of mishandled technology integration.	Reduced effectiveness, increased discomfort, and possible harm to patient care.

### IX. LIMITATION:

There are a few restrictions, even though the examined papers offer insightful information. Some of the constraints that have been noted as potentially impacting the generalization of findings are small sample sizes, variability in measurement techniques, and potential publication bias.

### X. CONCLUSIONS AND SUGGESTION:

In summary, a wide range of research is incorporated into this systematic review to examine how organizational climate affects healthcare workers' performance and well-being. All of the results point to the importance of organizational elements in influencing healthcare workers' experiences. The reviewed research provides insightful information about the intricate relationships that exist between workplace culture, employee well-being, and overall productivity in contemporary healthcare settings. These findings' implications imply that, in order to promote the best possible performance of their healthcare personnel, healthcare organizations should place a high priority on establishing and preserving a positive and encouraging environment. The identification of critical components for fostering a positive organizational climate includes addressing safety concerns, increasing intellectual capital, making sure that workforce levels are appropriate, and offering assistance during times of crisis. The study' diverse approach emphasizes.

The research diverse scope emphasizes the necessity of an all-encompassing, customized approach to organizational solutions that takes into account the particular difficulties and dynamics of various healthcare environments. The knowledge gathered from these research can guide evidence-based tactics to improve the health and productivity of medical staff, which will eventually help to provide patients with high-quality care, as healthcare systems continue to change.

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