

# A Study of Organizational Climate, Employee Motivation and Job Satisfaction in Pharmaceutical Companies

Gul Rahman Orya<sup>1</sup>, Rahman Wali Pakteen<sup>2</sup>

<sup>1</sup> Researcher, Faculty of Economics, Bakhtar University, Afghanistan

<sup>2</sup> Assistant Professor, Faculty of Economics, Bakhtar University, Afghanistan  
Corresponding Author Email Id: gulrahmanorya@gmail.com

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## Abstract

Happy and contented workers are required in the workforce to reach organizational goals. This is mainly related to the work atmosphere a company offers its staff. Job satisfaction results from an organizational environment that the workers find favorable. When employees have a decent workplace, they will be ,to perform. Thus, this study investigates work satisfaction, staff motivation, and organizational climate in pharmaceutical enterprises. Concern data were gathered from 109 Orya Sehat LTD employees and subjected to SPSS program analysis. This study reveals that job satisfaction in pharmaceutical businesses is positively influenced by the organizational atmosphere and employee motivation; most people disagree with this point of view, while most agree. Final notes on restriction and implication are also covered.

**Keywords:** Organizational Climate, Employee Motivation, Job Satisfaction, Pharmaceuticals Companies, and Orya Sehat Ltd.

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## Introduction of the Problem of Practice

Happy and contented workers are required in the workforce to reach organizational goals. This is mainly related to the work atmosphere a company offers its staff. Job satisfaction results from an organizational environment that the workers find favorable. When employees have a decent workplace, they will be inspired to contribute to the organizational goals. Therefore, an organization's success depends on knowing how its staff members view their workplace, their unmet needs, and the elements that inspire them to perform. This study aims to investigate the organizational climate, employee motivation, and job satisfaction of pharmaceutical sector companies of Orya Sehat LTD.

## Literature Review

Kangis and Williams (2000) examined how organizational climate and firm performance are related. The study included 117 companies from the United Kingdom's electronic components and 100 knitwear and hosiery industries. Published by ICC Business Publications Ltd., the UK Industrial Performance Analysis 1997/98 sample frame and sales and financial performance statistics are from data analysis that took advantage of the mean, standard deviation, and Pearson correlation. Corporate performance was found to be rather positively connected with organizational climate. It was said that problems with the organizational climate should be changed before concentrating on raising organizational performance. Reddy et al. (2000) also examined how employees' dual loyalty to the union and management related to their work environment. Four public and four private textile companies with headquarters in Coimbatore were thus under investigation. Two hundred responders were asked to evaluate the organizational climate, union commitment, and environment. Data examination made use of chi-square and correlation analysis. The results reveal that workers in the public sector believe their workplace to be more democratic than those in the private sector. The participative management

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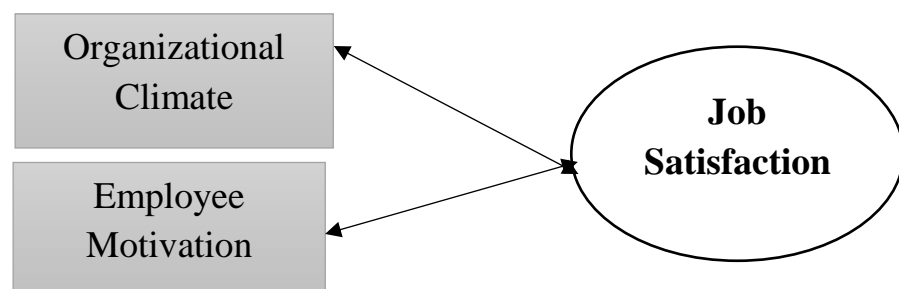
<sup>1</sup>Corresponding Author: Gul Rahman Orya, Researcher, Faculty of Economics, Bakhtar University, Afghanistan, Email Id: gulrahmanorya@gmail.com.

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elements of the atmosphere and organizational commitment have little bearing on one another. Union commitment and organizational environment did not show any clear correlation. The union environment and organizational climate of recognition and appreciation showed a negative correlation in public institutions. Despite the disparities in organizational contexts between the public and private sectors, dual commitment is absent. Moreover, Mak and Sockel (2001) investigated the correlation between retention and motivation among information systems staff. Job satisfaction and management's perspective on career progression functioned as markers of latent motivation, whereas burnout, loyalty, and intent to go served as signs of latent retention. A questionnaire collected data from 118 information system employees across various organizational levels and sectors. The data analysis method employed was structural equation modeling. The findings indicate that job satisfaction and management's assessment of career progression are clear indicators of motivation, burnout, loyalty, and intent to serve as predictors of retention. A positive association exists between employee motivation and retention. Furthermore, Gani and Shah (2001) did an exploratory and descriptive study to identify the components of the organizational environment within the banking sector. The study focused on three major banks in Kashmir, with a sample including 125 employees. The staff received a questionnaire regarding the organizational climate. The responses were documented via five-point Likert scales. According to the findings, positive informal connections among colleagues benefit the organization. Employees expressed satisfaction with their supervisors, the objectives of performance reviews, and the organization of their roles. Employees in private sector banks perceive their work environment as less hospitable than public sector banks. The private sector is superior in the workplace in several aspects, such as financial rewards. Additionally, Tripathi & Tripathi (2002) examined the relationship between organizational success and climate in ten organizations located in Northern India. The sample comprised 200 middle- and lower-level managers. Responses to the Organisational Climate Questionnaire (Rogers et al., 1980) were evaluated utilizing a seven-point Likert scale. Multiple scales were employed to assess different dimensions of organizational success, encompassing work satisfaction, organizational commitment, organizational effectiveness, and turnover intention. Stepwise regression and correlation techniques were employed to analyze the data. The atmosphere of leniency influences social and external contentment, while the climate of reward and involvement impacts intrinsic satisfaction. The optimal metric of organizational efficiency was identified as an environment of motivation and engagement. The organizational atmosphere influenced effectiveness, work satisfaction, and other elements contributing to organizational success. Furthermore, Mahal (2009) examined the influence of organizational culture and climate on employee motivation. One hundred twenty-two Ropar and Mohali's Ranbaxy employees responded to questionnaires about motivation, organizational climate, and culture. Descriptive techniques, Z-test, Chi-square, and Pearson's correlation were utilized to analyze the data. The results indicated a positive correlation between employee motivation and organizational culture. Studies indicate that a favorable workplace culture enhances employee performance. Effective and reliable human resource practices, organizational policies, and activities foster a robust sense of organizational belonging among employees. A more committed employer fosters heightened motivation among their employees. It also enhances the organization's productivity. A robust company culture further improves employee performance. Additionally, Zhang (2010) investigated the correlation between organizational climate and the effectiveness of human resource management. A sample of 419 individuals, comprising employees and managers, completed an organizational climate questionnaire. The data were examined using MANOVA and factor analysis. The findings revealed that perceptions of organizational climate differed across individuals with diverse educational backgrounds. The scale of the enterprise affects employees' perceptions of the organizational culture. Employees in smaller enterprises perceived the organizational climate more favorably than their counterparts in larger corporations. Performance, compensation, and the conditions for professional development may reduce employees' inclinations to depart. Enhanced organizational performance results from a heightened feeling of collective identity and commitment to the organization. Saleem et al. (2010) investigated the correlation between job satisfaction and work motivation in Pakistani telecommunications firms. A cohort of thirty employees from five telecommunications companies in Islamabad was chosen. A survey regarding job satisfaction and workplace motivation was administered to the employees. Regression and descriptive statistics were employed in the data analysis procedure. The organizational levels of job motivation and staff satisfaction were assessed as average. The results indicated a positive correlation between job satisfaction and work motivation. Employee motivation in the workplace can be enhanced by awards, training opportunities, and acknowledgment of exemplary performance; nevertheless, Taylor et al. (2016) examined the motivation and job satisfaction of faculty members in Portuguese higher education institutions. Four thousand five hundred twenty-nine professors from public and private institutions participated in the poll. The parameters utilized to quantify satisfaction were teaching climate, institutional administration, colleagues, nonacademic personnel, physical work environment, personal development, institutional culture, institutional repute, research climate, and overall contentment. An ANOVA and t-test were utilized to assess the differences in motivation and satisfaction across demographic groupings. It was found that employees in private institutions exhibited greater satisfaction than those in state ones. The most motivated and satisfied workers were those in the youngest age group. Concerning employee satisfaction, no

significant disparity was observed between male and female employees. Regarding the actual workstation, there was no noticeable difference. Machuca et al. (2016) examined the relationship between job satisfaction, business pride, and work-life balance. The sample size comprised 374 employees from a Spanish pharmaceutical firm. We employed structural equation modeling for data analysis. Work-life balance was assessed through supervisor support for work-life integration and employee autonomy. Work-life balance exhibited a positive correlation with both factors. Job satisfaction positively correlated with work-life balance and organizational pride, respectively. The findings indicate that organizational pride modulates the relationship between job satisfaction and work-life balance. Hashemi and Sadequi (2016) investigated the relationship between job satisfaction and the organizational environment. The sample consisted of 138 government employees from Divandarreh. The dimensions utilized to assess the organizational climate included team spirit, disturbance, closeness, consideration, distance, authority, dynamism, and production emphasis. The determinants of employment satisfaction included job type, supervisor, colleagues, career advancement, remuneration, and benefits. The organizational climate and work satisfaction elements exhibited a positive link as determined by Pearson correlation analysis.

### Conceptual Framework



### Research Objectives

1. To know the effect of organizational climate and employee motivation on job satisfaction.
2. To identify the relationship between organizational climate, employee motivation, and job satisfaction.

### Hypothesis

1. There is no effect of organizational climate or employee motivation on job satisfaction.
2. There is no relationship between organizational climate, employee motivation, and job satisfaction.

### Significance of the Study

Comprehending the design of work environments that enhance employee well-being and organizational performance necessitates examining the interconnections between organizational climate, employee motivation, and job satisfaction. It assists in identifying the primary variables that drive success, optimizing management processes, enhancing staff retention, reducing stress levels, and ultimately elevating an organization's overall productivity. The interplay among organizational climate, employee motivation, and job satisfaction is crucial for fostering a positive and productive workplace, contributing to theoretical and practical insights that organizations can leverage for effective and sustainable change. Businesses aiming to enhance employee performance, engagement, and retention at Orya Sehat Ltd. must acknowledge the importance of this issue, as the study's significance resides in its potential to augment the efficacy of pharmaceutical companies in Afghanistan through improving employee motivation, satisfaction, and organizational climate. The study can enhance the pharmaceutical business by addressing these elements, bolstering staff retention, and promoting the nation's economic development and healthcare objectives. Furthermore, it can offer significant insights for other sectors in Afghanistan and analogous post-conflict or emerging nations encountering similar issues. This research can assist pharmaceutical businesses in cultivating a more efficient, engaged, and content workforce, resulting in improved outcomes for employees and the broader community.

### Research Design

This study employs a case study, a research design, and a deductive method approach. This study aims to ascertain the organizational climate of the pharmaceutical companies at Orya Sehat LTD, as well as employee motivation and job satisfaction. Descriptive research aims to fill in the gaps, augment our knowledge, and increase our awareness of current information through more detailed descriptions of events.

**Instrument used for primary data collection**

This work was conducted utilizing the primary data gathered through the survey instrument. The survey instrument employed for this study is a standardized and well-structured questionnaire. The questionnaires were utilized to gather primary data and pertinent information from the employees of Orya Sehat Ltd. This survey instrument was developed and evaluated as part of this project and demonstrated reliability. A pilot study was carried out to comprehensively evaluate the internal validity of the research survey instrument questionnaire. To achieve this objective, primary data were gathered from 15 employees of Orya Sehat Ltd. The pilot study results validated the internal reliability of the instrument utilized, leading to its application in the designated sampling areas for the collection of primary data required for the current study. The survey instrument underwent rigorous reliability analysis, including Cronbach's alpha calculation. The alpha values for all study variables included in the survey instrument were significantly above the recommended threshold of 0.6 (Nunnally, 1978). The specific details of the alpha value for each study variable constituting the present work are presented in Exhibit 1.

**Exhibit-1: Details of the Measurement Scales with Corresponding Reliability Values**

S.No.	Dimensions	Cronbach Alpha
(i)	Organizational Climate	0.647
(ii)	Employee Motivation	0.806
(iii)	Job Satisfaction	0.670

**Sampling Technique**

The employees of Orya Sehat Ltd were selected as the study population due to the case study design employed. A total of 109 individuals from a pool of 150 across various divisions of Orya Sehat Ltd were selected to provide comprehensive coverage and analysis of the findings. A sample is a subset of a population, and selecting a section representing the entire population is sampling (Biondo et al., 1998). This research has employed the stratified random sampling technique. The various general directorates, departments, and units have been delineated, considering their accessibility and scope. Formal authorization was secured through a personal meeting with department heads during the initial step. During the second phase of the process, the questionnaires were personally handed to pre-selected employees briefed on completing the questionnaire.

**Results and Discussion**

The impact of Job Satisfaction on factors such as Organisational Climate and Employee Motivation among the employees of Orya Sehat Ltd is outlined in hypothesis 1, which has been examined, and its findings are presented in Table 1, resulting from the conceptualized multiple regression model. The results indicate that the F value of 76.130 is significant at the 5 percent level, leading to the rejection of hypothesis 1. The findings indicate that job satisfaction is influenced by a combination of two dimensions within Orya Sehat Ltd. Additionally, the adjusted R square value of 0.796 presented in Table suggests that 79.6 percent of job satisfaction is significantly influenced by this group of 2 dimensions of employees at Orya Sehat Ltd. The 't' values of 7.039 and 3.048, which relate to job satisfaction dimensions like organizational climate and employee motivation, demonstrate significant effects on the proposed model.

**Table 1: Results of the regression for Hypothesis**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 <sup>a</sup>	0.805	0.796	4.07224

a. Predictors: (Constant), Employee Motivation, Organizational Climate

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	1795.272	2	897.636	76.130	.000 <sup>b</sup>
	Residual	1757.810	106	16.583		

	Total	3553.083	108		
a. Dependent Variable: Job Satisfaction					
b. Predictors: (Constant), Employee Motivation, Organizational Climate					

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.089	3.190		5.670	.000
	Organizational Climate	.496	.071	.557	7.039	.000
	Employee Motivation	.142	.047	.241	3.048	.003
a. Dependent Variable: Job Satisfaction						

In particular, the organizational climate of Orya Sehat Ltd employees is found to have a significant positive impact on job satisfaction, with the highest value of 7.039. This is an unambiguous confirmation of the beneficial effects of organizational climate in pharmaceutical companies. Additionally, the organization assists employees in developing enhanced work processes, is attentive to the unique needs of each employee, facilitates effective communication with senior management regarding their work, treats employees with respect, and actively considers their suggestions. Employees are proud to identify themselves as members of the organization.

Similarly, the next t value of 3.048 indicates that employee motivation among Orya Sehat Ltd employees substantially positively impacts job satisfaction. This unequivocally establishes that job satisfaction is significantly enhanced by employee motivation at Orya Sehat Ltd. Additionally, the organization has provided employees with the necessary resources to perform their duties efficiently. All employees are equally eligible for promotion within the organization. Additionally, employees receive recognition from their supervisors for their exceptional work, receive financial incentives for their exceptional performance, and are encouraged to maintain high-performance standards by the leadership.

**Relationship between organizational climate, employee motivation, and job satisfaction.**

		Organizational Climate	Employee Motivation	Job Satisfaction
Organizational Climate	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	109		
Employee Motivation	Pearson Correlation	.506**	1	
	Sig. (2-tailed)	.000		
	N	109	109	
Job Satisfaction	Pearson Correlation	.680**	.523**	1
	Sig. (2-tailed)	.000	.000	
	N	109	109	109
**. Correlation is significant at the 0.01 level (2-tailed).				

The interrelationships among the dimensions of pharmaceutical company employees, specifically organizational climate, employee motivation, and job satisfaction, are outlined in Hypothesis 2. The results of these relationships are presented in Table 2, derived from the Bivariate Correlation test. The results indicate that the Pearson 'r' values of 0.680, 0.523, and 0.506, which correspond to three distinct correlations, are statistically significant at the 1% and 5% levels. The results provide a foundation for accepting hypothesis 2. However, three significant correlations out of three possibilities highlight the potential for exploring the varying relationships among organizational climate, employee motivation, and job satisfaction.

### **Limitations of the study**

Because it is hard to do research in Afghanistan, the study may not be able to finish on time. A shorter study timeline may not fully show how employee motivation, organizational climate, and job satisfaction change over time, especially in a field undergoing long-term changes. People who work in structured organizations may have to answer questions in a way that pleases their bosses. This is especially true in Afghanistan, where people respect authority. This can cause people to avoid giving honest comments or adopt a social desirability bias. If surveys are not translated or changed to fit the needs of Afghan workers, questions or answers could be misunderstood, making the data less valid and reliable. People in Afghanistan may not trust outside researchers or organizations that are doing studies because of the country's past of foreign interference and political instability. This might make people not want to be open or honest when they share their thoughts. There is not much in-depth study on the organizational climate, motivation, and job satisfaction in the pharmaceutical business in Afghanistan. Because there are not many local studies, comparing the results with those from other studies might be hard, or it might not be possible to get a clear picture of how satisfied and motivated employees are in Afghanistan. Some pharmaceutical companies in Afghanistan may not have much money to spend on programs that help employees learn, grow, and be motivated. This could affect employees' happiness with their jobs and the general work environment. These financial problems can affect the organization's environment, making it hard to find or fix problems at work.

### **Conclusion**

A workforce that includes content and fulfilled people is essential to attaining organizational objectives. This is significantly related to the work environment an organization offers its employees. A positively perceived organizational climate among employees results in job satisfaction. Employees will be incentivized to pursue organizational objectives when afforded a conducive work environment. For an organization to succeed, it is vital to comprehend employees' perceptions of their work environment, unmet wants, and the variables that encourage their performance. This study analyzes the organizational climate, employee motivation, and job satisfaction of personnel inside Orya Sehat Ltd.'s pharmaceutical sector organizations. The employees of Orya Sehat Ltd were selected as the study population due to the utilization of a case study approach. Out of 150 employees from various departments of Orya Sehat Ltd, 109 were selected to provide comprehensive coverage and analysis of the findings. A sample is a subset of a population, and selecting a portion representing the entire population is sampling (Biondo et al., 1998). This research employs the cluster random sampling technique.

The many general directorates, departments, and units have been delineated considering accessibility and scope. The formal authorization was acquired through an initial in-person meeting with department leaders. During the second step of the process, the questionnaires were personally handed to pre-selected employees who had been briefed about the objective of completing the questionnaire. In conclusion, job satisfaction is highly influenced by the two aspects of employees at Orya Sehat Ltd.: organizational climate and employee motivation, which substantially affect the proposed model. The results indicate that the organizational climate at Orya Sehat Ltd significantly enhances employee job satisfaction. This underscores the beneficial effects of organizational climate within pharmaceutical companies, as it facilitates the development of improved work processes, demonstrates sensitivity to individual employee needs, enables effective communication with senior management, ensures respectful treatment by management, and values employee suggestions, fostering a sense of pride in belonging to the organization. The data indicate that employee motivation at Orya Sehat Ltd significantly enhances job satisfaction, confirming its favorable impact on this aspect.

The organization has supplied resources for employees to execute their duties effectively, ensuring equal opportunities for promotion. Employees receive commendations from their supervisors for exemplary work, monetary incentives for outstanding performance, and leadership fosters a high-achievement culture. The research indicates that the interrelations among three dimensions—organizational climate, employee motivation, and job satisfaction—within a pharmaceutical company reveal varying levels of association among these factors. Enhancing the organizational atmosphere, employee engagement, and job satisfaction is a continuous endeavor that necessitates dedication from all tiers of the organization. By adopting these guidelines, organizations can cultivate a more engaging and rewarding workplace, resulting in enhanced performance, increased retention rates, and an overall positive organizational culture. In pharmaceutical firms, sustaining a

favorable organizational climate, augmenting staff motivation, and improving job satisfaction are essential for talent retention, assuring regulatory compliance, and promoting innovation. By adopting these ideas, pharmaceutical businesses can foster a work environment that enhances individual well-being and aligns with organizational objectives, resulting in increased productivity and overall success in a competitive and regulated industry. A limited research duration constrained this research, as did the influence of power dynamics, language and translation issues, mistrust in research and external entities, insufficient data on employee satisfaction, and restricted financial resources. Due to the difficulties of conducting research in Afghanistan, the project may face time limitations. A condensed research timeline may inadequately reflect the intricacies of employee motivation, organizational atmosphere, and work satisfaction over time, particularly in a sector subject to prolonged changes.

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### Conflict of Interest

The authors confirm no conflicts of interest associated with this publication. The research was carried out independently, without financial or non-financial support from any third parties.

### Author Contribution Statement

Mr. Gul Rahman Orya was accountable for the design and organization of the study, doing data analysis, and composing the report. He contributed to the literature review, aided in data collecting, and made substantial edits to the manuscript. Mr. Rahman Wali Pakteen contributed to the study design, oversaw the controlled study methodologies, and facilitated the analysis of the results. He additionally examined and enhanced the manuscript for clarity and cohesion. All authors evaluated and sanctioned the final version of the text.

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