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**“ORGANIZATIONAL
CLIMATE ON JOB
SATISFACTION
IN EMPLOYEES
BELONGING TO
STEUABJO CASE STUDY:
CU CAMPUS IN THE
PERIOD 2019-2021”**

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Abstract: The rapid and accelerated transformation of social structures is an issue that has gained vital importance throughout the world. Changes occur in all areas; in political and commercial relations between countries, in labor and social relations, in business approaches, in the role that governments play, in the roles of different genders and social groups, in education, in the size and composition of the population and in the way of relating to the environment. The organizational climate describes the perceived subjective effects of the formal system, the subsistence and effective functioning of any organization depends on its ability to detect changes in a timely manner and its flexibility to react to them appropriately, through the adaptations of its strategies and objectives to achieve job satisfaction.

Its purpose is to improve knowledge of behavioral problems and issues, identifying the skills that managers must learn, helping them to acquire and better use organizational efficiency and human well-being. This specialty is called Organizational Development.

The objective of this Research is to evaluate the organizational climate and job satisfaction of administrative staff at the UABJO, to detect the prevailing factors in the organization. The research was carried out through the application of the questionnaire developed by Koys and De Cottis (1991) and to measure job satisfaction an instrument was developed based on questionnaires S21/26 (1990) and S4/82 (1986) from Meliá. et al (1990), using Cronbach's Alpha (1951); which is a coefficient that serves to measure the reliability of a measurement scale.

Keywords: Organizational climate, job satisfaction, organizational efficiency, performance, human well-being.

INTRODUCTION

Organizational development is a discipline that seeks to promote organizational efficiency, through a good worker-company relationship and the improvement of the worker's quality of life to achieve greater profitability and proactively influence the strategic orientation of the company (Garzón, 2005). This discipline uses the knowledge and methods of behavioral sciences to help companies create the capacity to change and improve their efficiency.

In this sense, organizational development focuses on giving companies the ability to evaluate and improve their operation. Furthermore, conflicts are facts of organizational life where various identifiable sources arise, have more and good consequences at the same time, and are susceptible to comprehensive and skillful management.

The origin of the organizational climate is in sociology, where the concept of organization within the theory of human relations emphasizes the importance of man in his work function and his participation in a social system. It defines the organizational climate as the result of the way in which people establish social interaction processes and where these processes are influenced by a system of values, attitudes and beliefs, as well as their internal environment (Méndez, 2006).

The modernization of the State is an urgent need in which all social and political sectors agree, this means and implies the modernization of the management of each of the public organizations, establishing advances in modernization and professionalization in the administration of the State. State and in public management. Within this line, the objective of this research work has been to develop and validate an instrument for measuring Organizational Climate and Job Satisfaction in work groups of a Public Institution.

MATERIALS AND METHODS

This research aims to develop and validate instruments to measure the variables of the organizational climate and job satisfaction in administrative workers at the UABJO. Research is a set of systematic, critical and empirical processes that are applied to the study of a phenomenon Hernández et al. (2010). To achieve the objective, a measurement scale for organizational climate by Koys and De Cottis (1991) was applied, and to measure job satisfaction, an instrument was developed based on questionnaires S21/26 (1990) and S4/ 82 (1986) by Meliá et al. (1990).

The results show that the instrument to measure organizational climate and job satisfaction has adequate reliability (greater than 0.9), which implies that all the items are really related to the same trait and there are also clear differences between the subjects in that trait. common to the items. Overall, the correlations between both types of variables, organizational climate and job satisfaction, confirm the validity of the climate subscales since these relationships respond to very plausible hypotheses. The same study will give us the guidelines to continue the analysis.

A person's direct score on a test is not directly interpretable if we do not refer it to the contents included in the test or to the performance of the other people who share the normative group; it is a reference to pre-established scales. In this second sense, the issue of interpretation of a direct score in a questionnaire was focused, for which it is necessary to address the issue of obtaining to compare this score with those obtained by the people who have formed the normative group. In one way or another, the scales consist of assigning to each possible direct score a numerical value (on a certain scale) that informs about the position occupied by the direct score (and therefore the person who obtains it) in relation to those who obtain

it. obtained by the people who make up the normative group where the tests are scaled Abad et al. (2006).

Autonomy. The perception of self-determination regarding work procedures, goals and priorities. Cohesion. The perception of good union or sharing within the organization, including the willingness of members to offer material help. Trust. The perception of freedom to communicate openly with senior members of the organization about sensitive or personal matters, with the expectation that the integrity of such communications will not be violated. Pressure, the perception of the time required with respect to the completion of the task and performance patterns. Support. The perception of tolerance of the behavior of senior members, including the willingness to allow their errors to be known without fear of retaliation. Recognition. The perception that the member's contribution is recognized by the organization. Impartiality. The perception that organizational practices are equitable and not arbitrary or capricious. Innovation. Perception of change and creativity are encouraged, even considering entering new areas or areas where the member has little or no prior experience. Koys and De Cottis (1991) also emphasize that for any dimension to be included in the measure of Organizational Climate, three important rules must be established:

- 1) Let it be a measure of perception.
- 2) That it is a descriptive measure of the activities.
- 3) It cannot be an organizational aspect or organizational structure.

These rules help in resolving the confusion between climate and culture, in addition to contributing to distinguish Organizational Climate measures from other organizational measures. The characteristics suggested by

Koys and De Cottis (1991) are included in the conception of psychological climate. The initial application of the questionnaire was designed to evaluate the consistency of the scales and the relationship between them. This questionnaire proved to have reasonable consistency. However, the authors wanted to have greater consistency in the instrument, so it was decided to use the initial questionnaire in an experimental study to verify the effects of Organizational Climate on Job Satisfaction and thereby improve the questionnaire.

The objectives of developing a questionnaire were:

- 1) Reduce the overlap of the Climate scale.
- 2) Increase the conceptual clarity of the variables.
- 3) Add new scales based on the Organizational Climate and Job Satisfaction aspects.

In this questionnaire improvement process, the variables were separated, it was made up of fourteen variables with a total of twenty-eight items. The researcher who uses questionnaires in Science is tacitly based on the Classical Test Theory, whose unrealistic assumptions are frequently violated, and lead to a poor evaluation of the reliability and validity of the instrument (Batista and Coenders, 2000). This study begins with groups of administrative workers. With these data, the relationships of the organizational climate and job satisfaction with the results obtained by the members of the groups are analyzed. When it comes to knowing reality, it is about measuring and clarifying certain important elements of its empirical content, based on the premises that our scientific fantasy deems appropriate (Ballina, 2001).

Since the beginning of Organizational Climate, researchers have strived to design instruments that allow measuring the climate of an organization (Brunet, 2014).

He points out that the questionnaire that the administration specialist uses to evaluate the climate of his organization matters little; he must primarily ensure that the measurement instrument covers at least the following eight dimensions: autonomy, cohesion, trust, pressure, support, recognition, equity and innovation.

Research is a social activity that aims to contribute to the field of knowledge of its own area, but that, in essence, seeks to understand a reality and help solve social problems (Calderón and Castaño, 2005). Given that the purpose of this research is to understand the work environment of a Public Institution of Higher Education and although there are developed instruments, these will not be used positions that only indicate the relationship between managers and teachers, leaving aside the Administrative Personnel, in addition Instruments with these characteristics assume and define different variables, since they are different facets, nuances or dimensions of a few realities of work and organizations.

In this sense, in this research the Organizational Climate theory of Koys and De Cottis (1991) will be used, considering that the percentage perspective or focused on the individual is used and was one of the precursor theories in this area of knowledge. Furthermore, it considers a wide range of dimensions in contrast to other authors, which will allow us to know more specifically the work environment, through the questionnaire developed by José L. Meliá et al (1990), to detect the Organizational Climate and the Work satisfaction. The questionnaire developed by José Meliá has a high degree of reliability with Cronbach's alpha 0.915.

The organizational climate seems to positively or negatively affect the existence of certain types of interactions between the members of an organization. Imagine working in a work environment where all employees

have a say in matters that directly affect their work day, (Dygert, 2013). The present study is a cross-sectional, correlational study. The study is cross-sectional since the questionnaire to determine the perception of the Organizational Climate and Job Satisfaction of STEUABJO workers was administered at a single moment. It is important to have knowledge of the context where the research will be carried out, so that you can have an idea or know the elements from which the information required for the development of the research will be obtained (Bernal, 2010).

A subject can be asked to place themselves on a scale of 1 to 5 (from not at all to very much) on a series of personal traits or attitudes: conservative, extraverted, religious, supporter of a certain political option, opera fan, etc. It is often the most convenient or at least sufficient, especially when the aim is not to obtain very precise information about each individual subject (for example, to make an individual diagnosis). Sometimes measuring attitudes (or other psychological traits) with a single question is very useful as a complementary measure to more complex instruments (Morales, 2010). This and many other questions are frequent needs in organizations; unfortunately, most of the time intuitive answers are constructed and decisions are made based on subjective perceptions (Robbins and Coulter, 2005).

To determine the sample size, the sample size formula for intervals for population proportion was used.

$$n = \frac{z^2(\pi)(1-\pi)}{(error)^2} \quad n = \frac{1.96^2(.5)(1-.5)}{(.05)^2}$$

$$n = \frac{3.8416(0.25)}{.0025} = 384.16 \cong 385$$

Therefore, with 95% confidence and an error of .05, it was obtained that the sample size will be a total of 386.

RESULTAS

The theory of Organizational Climate and Job Satisfaction bases the scope of sustainable competitive advantages through the combination of intangible resources and organizational capabilities. In relation to competitive advantage, it is established through the joint action of human resources. Human perception regarding the practices, policies and procedures of the organization is an indispensable ally in the proper management of human resources to achieve success. Organizational climate and job satisfaction are simultaneously characterized as intangible and generative intangible activities. The excellence of internal processes is characterized as an exploitable intangible.

The diagnosis and monitoring of employee perception regarding the organizational climate are of utmost importance for the direction of the company in obtaining its strategic objectives. Management practices and leader behavior, aspects that can be observed in organizational climate surveys, are essential to generate the organizational changes necessary for the implementation and execution of the business strategy. Success in business strategy, as established in the literature, is related to the improvement of internal processes, which in turn affects customer satisfaction and consequently performance. A positive work environment and maximizing the level of employee satisfaction are directly related to the improvement of internal processes.

The development of the organizational climate instrument proposed in this research has dimensions that contribute to the necessary characteristics for the implementation of the business strategy that are unidentified in the literature of the balanced scorecard in the learning and growth perspective. The proposed organizational climate questionnaire has satisfactory psychometric characteristics of reliability and validity for its implementation.

Total Element Statistics				
	Scale mean if item is removed	Scale variance if item is removed	Corrected element-total correlation	Cronbach's alpha if element is removed
I make my own decision in my work	59,85	247,186	,408	,914
I organize my own work	59,92	243,178	,658	,911
There is camaraderie	59,69	238,640	,580	,911
There is a spirit of team work	59,46	233,571	,745	,908
There is trust with my boss	59,36	234,026	,677	,909
My boss has principles.	59,59	240,511	,605	,911
I'm overwhelmed with work and I don't have time	59,28	248,892	,254	,917
I suffer from stress from work.	59,08	252,862	,107	,920
My boss is flexible	59,56	242,200	,518	,912
My boss encourages professional development	59,28	242,050	,522	,912
I am pointed out when there is something wrong	59,26	237,354	,610	,911
The treatment is always fair	58,79	248,062	,218	,918
The goals are achievable	59,36	235,762	,597	,911
I am encouraged to develop my ideas.	59,72	242,418	,528	,912
I am free to have my work different.	59,72	249,839	,316	,915
Information always circulates	59,82	244,677	,536	,912
There is always collaboration and help	59,18	234,151	,675	,909
There is lighting and help	59,62	239,559	,731	,910
There is lighting in the work home.	59,69	240,903	,449	,914
There is ventilation in the work home.	59,46	245,097	,331	,916
I am satisfied with my work.	60,10	237,147	,629	,910
The objectives and goals must be achieved.	59,95	245,576	,516	,913
There is equality and Justice.	59,28	229,945	,703	,909
The agreements are fulfilled.	59,03	236,499	,580	,911
My superiors are satisfied.	59,62	239,559	,650	,910
I like to be directed.	59,21	243,167	,438	,914
The salary you receive.	58,13	241,536	,396	,915
Their working conditions.	59,31	238,324	,542	,912

Table 1. Analysis of the internal consistency of the scores of the measurement instrument

Source: Own elaboration, made from the results in SPSS 26

Its use allows the recognition, by managers, of the human asset with respect to the practices and procedures developed by the organization in the aspects inherent to the management style, recognition, autonomy, cohesion, trust, pressure, support, recognition, equity and innovation.

The process used to reduce the initial set of items and the adjustment for the exploratory factor solution point to preliminary evidence of the factorial validity of the instrument. However, it becomes necessary, to obtain definitive evidence of this type of validity, to use factor analysis.

CONCLUSIONS

It is necessary to use organizational development since it seeks to promote organizational efficiency. Being a planned effort that uses interventions applying knowledge of behavioral sciences to proactively influence the strategic orientation of the organization, to direct actions that allow the improvement of the organizational climate.

The psychometric characteristics of reliability and validity of the organizational climate instrument, in addition to the results proving its unidimensionality, allow its items to be added into a final score that indicates at what level the organizational climate of the workers is. The dimensions that contribute the least to success in strategy management, according to the collaborators' perception of

the research, are reward and innovation, which suggests greater attention by managers to these two attributes of the work environment. , because if there is no reward linked to individual performance, organizational alignment is shown to be compromised and consequently innovation.

The possible existence of a critical point in the culture dimension evaluated is suggested, below which it is more difficult for the organization to successfully adopt these variables. This could be because minimum values of consideration and respect for staff are the basis for trust in management, trust that translates into assuming that the change will entail negative consequences for employees. It is also noted that a group integration above said critical point combined with a minimum consideration towards the members of the organization in the sense that it also exceeds a certain value can cause a positive predisposition towards change, due on the one hand to the fact that This social cohesion stimulates cooperation to achieve the group objective of adopting a quality system and high performance at work.

To put the literature into practice, it is suggested that the organization place emphasis on an organizational climate that favors the following aspects: motivation, individual initiative, a climate of support and innovation, an incentive plan design and remuneration according to with the expectations of workers, a policy of participation in decision-making. From my point of view, one of the most important contributions of this work is the attempt to bring order within the chaos that exists in the field of study that relates the organizational climate to job satisfaction, an interdisciplinary field of study that, as I have pointed out, The adoption of quality systems is a field almost exclusively occupied by professionals, while the organizational climate is mainly studied from anthropology,

sociology and psychology.

To achieve this order, an exhaustive review of the various factors has been carried out, from the psychosocial point of view, which has been indicated as the basis of success. Focusing for the empirical study on the dimensions of organizational climate indicated in the theoretical framework, but also including other no less important related aspects, whose limits with the organizational climate are often confusing. As a result, a wide range of factors have been evaluated and contrasted to determine their influence on the success of job satisfaction. Furthermore, the emphasis on the role of leaders in their actions for the organizational changes necessary for the development of business strategy. In this context, the proposed organizational climate instrument can provide relevant information for managers to act favorably towards the information strategy.

Taking into account that the responses to the organizational climate questionnaire came from the perception of the collaborators, an analysis of the organizational climate could be done with the dimensions evaluated in this research, on the one hand, from the way managers perceive it. Through this evaluation, it could be diagnosed and analyzed to what extent these groups, considering the way they demonstrate their degree of agreement or disagreement in relation to the dimensions investigated, can interfere with the implementation of the strategies, at the same time Ways can be used to enhance one or other values for the groups, in a targeted manner, that are considered important for the successful development of the business strategy.

A contribution of this work is the study of the relationship between the organizational climate and job satisfaction, because there is no record that said evaluation has been made by its consultants, the evaluation that is

carried out is that of quality for performance. Let us consider, however, that it would be interesting for future research, although probably very difficult, to be able to evaluate a quality approximation from various points of view: the personal opinion, of quality expert evaluators outside the directive, who have no connection with it. The results of this work have been obtained from a census and in a specific workplace, which does not allow its generalization. This suggests that empirical research be applied to larger samples and in other contexts. The validation of a test manifests itself as a gradual accumulation of evidence that supports certain inferences.

The present research work has a series of interesting implications for the process of introducing quality management systems. It was already pointed out in the conclusions to have special caution in those perceptions of equity, recognition, the first thing that this implies is the need for these psychosocial variables to be evaluated prior to the introduction of a quality improvement approach, that is, there is a evaluation of organizational climate and other psychosocial variables prior to implementation. Some professionals specialized in the adoption of quality systems may already carry out some type of evaluation in this sense, but in general it is not a common practice and therefore the convenience of carrying it out deserves to be highlighted. Once said diagnosis or evaluation of these variables has been carried out and in the event that the scores obtained are above the critical point indicated, three on a Likert scale of 1 to 5, the adoption of the quality approach could begin. If the scores obtained in some of the variables were below said critical point.

It would be necessary to plan an implementation of the quality system in accordance with the deficiencies found, that

is, it would be necessary from my point of view to try to alleviate some of the deficiencies found before beginning the actual adoption of the quality system or at the same time as is introducing. This could be carried out and in accordance with what was pointed out by Schneider and Reichers (1983), through a change in practices, procedures and routines that demonstrate a change in the proposed sense. It is necessary to point out, however, the difficulty of carrying out these changes, which will involve a lot of time and effort, and that they cannot be carried out if there is not a sincere change in the principles and values of the different management levels, since otherwise The inconsistency between what you believe and what you do will end up coming to light and being more counterproductive than beneficial.

It will also be advisable to adjust management's expectations regarding the adoption of the system, an adjustment of expectations that will prevent them from being too optimistic and from experiencing subsequent disappointment that will only contribute to the discouragement of the members of the organization and to consequences associated with it. Little information and training contribute to increasing the resistance of the members of the organization towards a new quality system, changing usual practices for new ones that demonstrate management's willingness to do things in a different way. By establishing that the validation process is an endless process, it becomes appropriate to obtain multiple lines of empirical evidence from different sources or methods, which will enable future verifications of hypotheses related to the validation of the construct of the "organizational climate" construct, object study of this work.

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