

# Climate and Labor Satisfaction and its Role in the Process of Change in Organizations

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## Abstract

The research is carried out in a company in the industrial zone of Cartagena de India and its objective is to identify the main shortcomings in the environment of the organizational climate and the effects on the indices of job satisfaction in the company. **Objective:** from the study of the organizational climate in a company in the industrial zone, the variables Identity, Cooperation and Change Process are analyzed, as well as business achievements and job satisfaction. **Methods/ Statistics Analysis:** The nature of the investigation is explanatory descriptive and correlated. Initially you characterize the phenomenon of study, observing with it the variables immersed in the object of study, for now it analyzes the existing correlation between them. **Findings:** Product of correspondence analysis it was observed that the study variables could be grouped in two dimensions, likewise the ACM showed the existing relationship between the variables, it's because they are grouped in dimension one. **Applications / Improvements:** the study of the variables identity, cooperation and change process, within the framework of the analysis of the organizational climate, facilitates the management of projects that lead to a better articulation between the company, the employees and the proposed objectives.

**Keywords:** Changes Process, Cooperation, Identity, Job Satisfaction, Organizational Climate

## 1. Introduction

Currently, companies face an increasingly competitive environment, which requires improving their performance; likewise, they are obliged to create a positive work environment that facilitates that their collaborators comply with the plans established by the management. With respect to the above, the present study seeks to address the work climate from the perspective of the variables identity, cooperation and change process, for this effect the variables mentioned is addressed through 12 questions, which were grouped into two dimensions.

## 2. Methodological Design

The study is of a descriptive, explanatory and correlational nature, for which the phenomenon of study is studied in

depth, describing and characterizing the conditions of the organizational climate from the perspective of the collaborators. The population under study is constituted by 65 employees (man and women). The type of sampling used is random stratified, for which it is necessary to calculate initially a general sample of the population, and from that the proportion is calculated, which in turn is multiplied by each stratum to find the stratified sample. The data and formula are applied for the calculations are the following:

N = total population 65

Z = survey reliability margin 95% = 1.96

E = estimation error 5%

p = standard deviation 0.5

n = Sample size

$$n = \frac{N \cdot Z^2 \cdot p(1-p)}{E^2 (N-1) + Z^2 \cdot p(1-p)}$$

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The result of the sample is 34, distributed as follows (Table 1).

**Table 1.** Sampling frame

Area	Sampling
Store	1
Purchases	6
Quality	6
Production	14
RRHH	7
Safety	1

The techniques used for the data collection are the documentary analysis, which allowed in the first phase of the research to gather the necessary theoretical bases, including the approach and the variables, and then a validated IMCOC survey is applied<sup>1</sup>.

As indicated, the focus and organizational climate variables used in the research are those proposed by<sup>1</sup>. For this study, the variables Identity, cooperation and change process were analyzed.

For the design of the data collection instrument, the Likertla scale was used, which has five response alternatives that go from the option very agree, to the option that strongly disagrees; in the field of academia is one of the scales of order quantitative most used when trying to measure attitudes in extensive study<sup>2</sup>.

According to<sup>1</sup>, the identity variable like can be understood as: the ability of individuals to know in depth the elements that make up the company (policies, objectives, quality protocols), and even relates to the state of alignment in which they find themselves. The organizational culture. The cooperation is determined by the existence of associative processes by the members of the company to achieve the objectives. Finally, the process of change is related to the ease of adaptation of the members to the changes made and the effect that this has cause in your job satisfaction.

### 3. Theoretical Framework

Because it is the central axis of the present study, it is very important to understand what the writers refer to when they talk about the organizational climate; some like Méndez observe it integrally, as the result of three elements, the individual, the groups and the organization.

The organizational climate is not a simple construct product of the perception of individuals, but also results from the influence exerted by the way the groups interact in the development of their activities and the influence exerted by the organization through culture. Organizational, policies, objectives, organizational structure and leadership, just to mention a few.

For others, however, the organizational climate has two characters: psychological and subjective. The organizational climate from the individual and subjective perspective is a tribute to the individual, which is why he studies his behavior and development of his activities within the organizations<sup>3</sup>. The organizational climate is the subjective result of the perception of the individuals, about the formal system and the way the administrators direct; the values and beliefs of the individual and the motivation present in them<sup>4</sup>.

In the same way for Brunet, the satisfaction that individuals get in organizations is a determining factor that permeates the perception that individuals develop regarding the organizational climate in a positive environment<sup>5,6</sup>.

## 4. Analysis of Variables

### 4.1 Identity

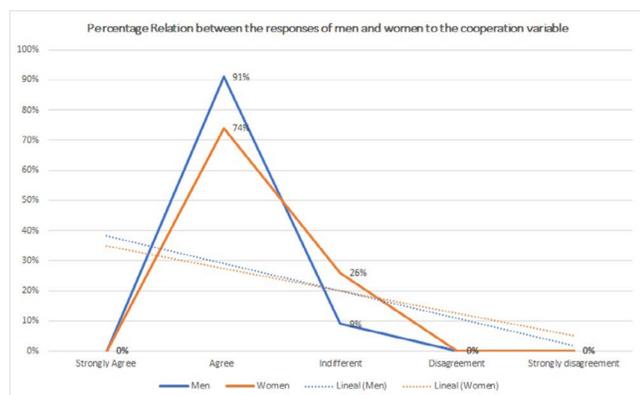
It is a variable of high relevance in the study, because it is an indicator of the level of knowledge that employees have about the companies (culture, structure, policies, objectives, mission and vision), the work that the organization does on this variable. Allows aligning the employees around the achievement of organizational objectives. For the treatment of this, variable four questions were formulated (Table 2).

**Table 2.** Questions related to the identity variable

Variable	Nº Questions
Identity	1
	6
	27
	30

It is observable a minimum percentage variation in the response of men and women of 5% and 4% in the response options very agree and indifferent respectively, which allows to see at first glance that there is a coinci-

dence in the knowledge related to the employees About the company as shown in Figure 1.



**Figure 1.** Percentage relation between the responses of men and women to the change process variable.

### 4.2 Cooperation

The measurement of this variable allows the analysis of the cohesion existing between the productive elements of the company, what is sought is to determine the existence or not of the collaboration factor. Four questions were asked to address this variable (Table 3).

**Table 3.** Questions related to the cooperation variable

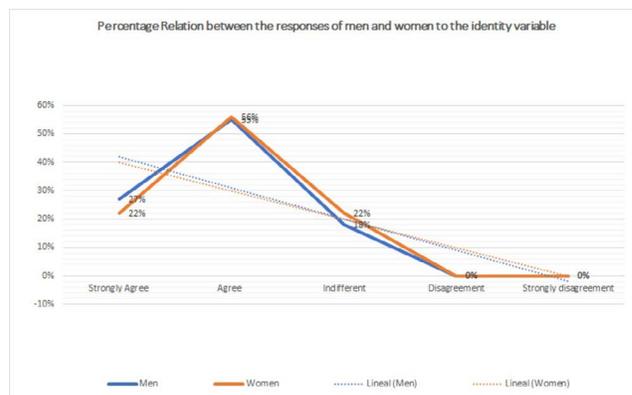
Variable	N° Questions
Cooperation	17
	19
	24
	28

This variable is Figure 2 shows the most notorious variation between what is perceived between men and women around the variable cooperation with a difference of 17% for the options of agreement and indifferently, it is clear that men perceive to a greater degree the existence of cooperation. It should be noted that, although there are the differences mentioned above, the results for this variable indicate the existence of a high degree of cooperation in the company studied.

### 4.3 Change Process

The variables identity and cooperation in synchrony allow collaborators to have a flexible mentality that allows them to adapt better to the processes of changes triggered by endogenous and exogenous factors. However, the pro-

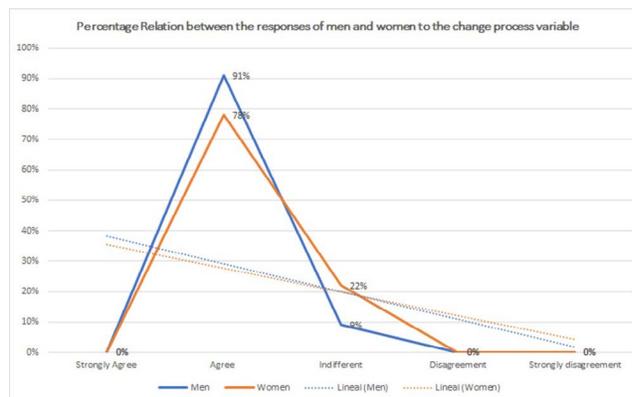
cess of change is necessary for all companies (large, small, national and international), as the change ensures that organizations maintain the pace of demand of the markets for which they develop their products and services. The variable has four related questions (Table 4).



**Figure 2.** Percentage relation between the responses of men and women to the identity variable.

**Table 4.** Questions related to the change process variable

Variable	N° Questions
Change of process	10
	12
	23
	36



**Figure 3.** Percentage relation between the responses of men and women to the change process variable.

With a difference of 13% for the options of agreement and indifference, it is evident that for the respondents the processes of change generated contribute to their well-being and fulfillment, besides that it encourages them to acquire new knowledge applicable to the productive areas where they work is shown in Figure 3.

**Table 5.** Multiple correspondence analysis

Model summary					
Measurement	Cronbach Alpha*	Total (auto valor)	Inertia	% of variance	Percentage of Inertia
1	0,975	19,318	0,537	53,661	67%
2	0,919	9,372	0,26	26,034	33%
Total		28,69	0,797		100%
Average	,957 <sup>a</sup>	14,345	0,398	39,847	

## 5. Analysis of Results

### 5.1 Correspondence Analysis

Three variables are analyzed for the development of the study, which implies the development of multiple correspondence analyses, which facilitates the interpretation of the results because the variables are grouped into dimensions. The multiple correspondence analysis model yields the following table of results (Table 5).

The inertia indicates the proportion of the variance of the data explained by each of the dimensions; it is observed that there is 79.7% of the variability of the data explained by the dimensions included in the model, which leads to the use of two dimensions. It is possible to divide the total inertia into components that can be attributed to each dimension, that is, the inertia shown by a given dimension can be evaluated by comparing it with the total inertia.

## 6. Conclusions

Colombia possesses a series of resources (human talent, geographical position), which allow it to be a leading territory in processes of entrepreneurship, growth and business development with a sustainable vision. When referring to human talent as a resource, the importance of individuals in organizations and their well-being as essential elements for personal and organizational development should be highlighted, so it is important to take into consideration that it is relevant to ensure the generation of an adequate organizational climate that helps employees feel comfortable in the place where they perform their work, which in part leads to job satisfaction. The research delves into three of the fundamental variables around the theme of organizational climate and job satisfaction.

The results obtained allow to clarify that, although the cooperation and change process variables show positive

results, it is necessary to implement a strategy (communication, integration and efficient group formation) that helps to optimize the organizational climate in order to improve performance of the aforementioned variables, since it should not be forgotten that the symbiosis between the three variables guarantees the constant growth of the companies. It is for this reason that companies strive to obtain from their employees the greatest capabilities that allow both the organization to meet its objectives and the worker to develop professionally in an adequate work environment that enables continuous improvement in all the actors involved in her.

## 7. Acknowledgement

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