


## The organizational climate and job satisfaction in teachers of a public university

*El clima organizacional y la satisfacción laboral en docentes de una universidad pública*

O clima organizacional e a satisfação no trabalho em professores de uma universidade pública


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### KEYWORDS

organizational climate,  
teachers, job satisfaction,  
public university.

**ABSTRACT.** The study determines the relationship between the organizational climate and job satisfaction of teachers at the National University of the Altiplano, Puno (Peru). The deductive method was obtained and the research was of a correlational type, with a non-experimental design and a transactional or transversal type of a single sample cut, whose approach is quantitative. In the methodology, the survey technique was used through the use of a structured questionnaire and for its verification, the statistical tests of Chi square and Spearman's Rho conversion coefficient were used. It will be developed that the organizational climate and job satisfaction will be related in a high positive way, as demonstrated by  $\chi^2_c=26.640$ ,  $r=0.631$ . It is concluded that the higher the organizational climate in the teachers of the Universidad Nacional del Altiplano de Puno, the greater personal job satisfaction will be obtained.

### PALABRAS CLAVE

clima organizacional,  
docentes, satisfacción  
laboral, universidad  
pública.

**RESUMEN.** En el estudio se determina la relación entre el clima organizacional y la satisfacción laboral de los docentes de la Universidad Nacional del Altiplano, Puno (Perú). Se utilizó el método deductivo y la investigación fue de tipo correlacional, de diseño no experimental y de tipo transeccional o transversal de un solo corte muestral, cuyo enfoque es cuantitativo. En la metodología se utilizó la técnica de la encuesta a través del empleo de un cuestionario estructurado y para su verificación se utilizó las pruebas estadísticas del Chi cuadrado y el coeficiente de correlación de Rho de Spearman. Se determinó que, el clima organizacional y la satisfacción laboral se relacionan de manera positiva alta, como se demuestra con  $\chi^2_c=26.640$ ,  $r=0.631$ . Se concluye

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que, cuanto más alto sea el clima organizacional en los docentes de la Universidad Nacional del Altiplano de Puno se obtendrá mayor satisfacción laboral personal.

#### PALAVRAS-CHAVE

clima organizacional,  
docentes, satisfação  
laboral, universidade  
pública.

**RESUMO.** O estudo determina a relação entre o clima organizacional e a satisfação laboral dos docentes da Universidade Nacional do Altiplano, Puno (Perú). Se utilizar o método dedutivo e a investigação do tipo correlacional, de projeto não experimental e de tipo transeccional ou transversal de um solo corte muestral, com o enfoque quantitativo. Na metodologia, utilize a técnica de encuesta para percorrer o emprego de um cuestionario estruturado e para verificar se utilizou as pruebas estadísticas de Chi cuadrado e o coeficiente de correlação de Rho de Spearman. Se determina que, o clima organizacional e a satisfação laboral se relacionam de maneira positiva alta, como se demonstra com  $\chi_c^2=26.640$ ,  $r=0.631$ . Se concluir que, cuanto mais alto mar o clima organizacional dos docentes da Universidad Nacional del Altiplano de Puno se obtendrá mayor satisfacción laboral pessoal.

## 1. INTRODUCTION

The objective of the research work is to determine the relationship that exists between the organizational climate and the job satisfaction of the teachers of the National University of the Altiplano of Puno, Peru, whose study was carried out in the year 2020, considering that the teachers of said university exercise an inherent academic function, research, continuous and permanent improvement of teaching, university management, cultural extension and social projection that allow improving public universities.

Studies of organizational climate and job satisfaction have been considered very close by different authors since their measurements make it possible to approach the worker's experience in his work environment and, in turn, influence his attitudes and behaviors, significantly affecting the results of the organization (Vargas, 2009). Such closeness of these constructs means that there is no clear theoretical border on where one begins and ends, even though there is no lack of those who suggest that it is the same with different names (García et al., 2014).

Currently interest in the work environment in public institutions has gained enormous relevance due to the positive impact on productivity that is generated through the continuous improvement of working conditions since its knowledge guides the processes that determine the organizational behaviors (Saturno et al., 2008). Undoubtedly, the analysis of the conditions in which the production methods in health are developed today constitutes an essential factor in determining how health services contribute to the achievement of objectives and how labor relations take place (Román et al., 2016). On the other hand, the relationship between the organizational climate and job satisfaction has great relevance in the behavior of the personnel who work in hospitals since it allows for enhancing aspects such as efficiency, differentiation, innovation, and adaptation (Azanza et al., 2013). In this context, this research analyzes the relationship between work environment and job satisfaction at the Hospital of the Ecuadorian Institute of Social Security in Esmeraldas, using multivariate analysis tools, specifically Principal Component Analysis, Confirmatory Factor Analysis and Structural Equations, statistical methodologies that They allow determining the existence of relationships between unobservable constructs, but which can be measured through other variables. The results obtained will enable us to deduce that all the components that make up the organizational climate (internal communications, interpersonal relationships, recognition, decision-making, physical environment, commitment, adaptation to change) are directly related to the satisfaction felt by employees, in their work environment, in aspects such as satisfaction with superiors, with the physical environment, with recognition and with work (Azanza et al., 2013).

Organizational climate describes the atmosphere perceived in an organization or part of it, its members. It is linked to the interaction of people, the structure of the organization, and the processes: therefore, they influence the behavior of workers

and their performance in organizations (Robles et al., 2005). Organizational Commitment is one of the indicators used by human resources management to analyze the loyalty and bonding of employees with their organization. Commitment exists among the members of an organization when people identify with it, when the organization's goals, or when individual goals are closely integrated, they are consistent.

The organizational environment describes the atmosphere felt within an organization or a division of it its members (Pérez et al., 2014). It is linked to human interactions with organizational structures and processes: and therefore affects the behavior of workers and their performance within the organization (Hernández et al., 2019).

Organizational commitment is one of the indicators used by human resources management to analyze the loyalty and attachment of employees to their organization (Domínguez et al., 2019). Commitment exists among members of an organization when people identify with it when the goals of the organization or when individual goals are closely integrated and consistent (Araque et al., 2017).

Thus, while it is possible to distinguish between objective and subjective factors in the organizational climate, job satisfaction is usually differentiated between intrinsic and extrinsic factors (Moroni & Dabos, 2014a). The former depends on the person, their aspirations, interests, motivations, etc. On the other hand, outside factors have to do with issues outside the person, such as recognition, salary, social benefits, working conditions, etc.

To be more precise, a clear example of this is revealed. Suppose that in a health company, the provision of service and attention to the user is not satisfactory for the external client, it will be sent immediately to think that the reasons may be several: lack of staff training, negligence in the provision of the service, and inadequate personnel selection, quality policies, to name a few reasons, which are considered causes and effects of an unsuitable climate (Alonso & Nieto, 2019). One of the dimensions that the climate measures are related to human development, that is, training and improvement in what to do professionally; Likewise, the selection of personnel is part of this system, since it is from there that you begin to have highly qualified personnel committed to giving their best and acting in favor of the proper functioning of the organization (Pardo & Díaz, 2014).

The concept of satisfaction refers to the affective state of pleasure that a person experiences in their work reality (Osorio, 2010). It represents the emotional component of perception and has cognitive and behavioral features. Satisfaction or dissatisfaction arises from comparing or judging what a person wants and what he can get. The consequence of this evaluation generates a positive or negative emotion or displeasure depending on whether the employee finds conditions in his job that he wants (or the absence of undesired realities) or discrepancies between what is obtained and what is desired. In summary, the degree of satisfaction is affected by the Organizational Climate (Moroni & Dabos, 2014b).

Finally, the organizational climate is based on the environment generated by the emotions of the members of a group or organization, which is related to the motivation of employees. Therefore, it refers to physical, emotional, and mental parts (Segredo, 2016). The organizational climate has been conceptualized at the individual and organizational levels. It focuses on planning, organization, and control. At the individual level, it is mainly known as the psychological climate. On the other hand, it is generally known as organizational climate or work environment at the corporate level. For its part, the organizational climate is characterized when the psychological domain, that is, the workers' perceptions, are shared among the members of an organization, and there is an agreement of said perceptions (Delgado et al., 2006). Additionally, the organizational climate significantly affects the behavior of workers, their work performance, and their performance.

The psychological climate refers to the workers' perceptions of the work environment; it captures the significant psychological representations made by the workers regarding the structure, processes, and events that happen in the organization (Pérez et al., 2014).

## 2. MATERIALS AND METHODS

### Design

The research was of a correlational level and a transactional or cross-sectional type of a single sample cut, whose approach is quantitative. In the methodology, the survey technique was used through a structured questionnaire, and for its verification, the Chi-square statistical tests and the Spearman's Rho correlation coefficient were used. In the development, articles related to the organizational climate and job satisfaction were reviewed, and several documentary sources were used, as well as academic studies and research that allowed us to determine the relationship between the study variables.

### Population

The population is 678 ordinary teachers, and the calculation of the sample was 245 observations stratified by each category (Principal, associate, and auxiliary). The study was carried out in 2020 in Puno, Peru, with teachers from the Universidad Nacional del Altiplano. The information was collected through a structured questionnaire, which allowed us to gather the data shown in the result.

### Instruments

The instrument used for both organizational climate and job satisfaction was the questionnaire. This instrument has been validated by the following experts: Rubén Flores Rosas, Salomón Berrocal Villegas, Willmer Montalvo Fritas, Raúl Morales Gutiérrez and María Camac Tiza. Its reliability was determined through the Spearman Brow coefficient, Organizational Climate, and Job Satisfaction, with a confidence level of 0.96 and 0.98, respectively. Whose author of the instrument is Helber Danilo Calderón De los Ríos (Calderón, 2015)

### Procedures

The Microsoft Excel 2016 and Statistical Package for Social Sciences SPSS version 24 programs were used to process the information.

### Informed consent

The teachers of the National University of the Altiplano were first consulted about the questionnaire application, and given their consent, said instrument was applied.

## 3. RESULTADOS

### 3.1. Relaciones interpersonales y compromiso organizacional con la satisfacción laboral Interpersonal relationships and organizational commitment to job satisfaction

Table 1. Chi-square hypothesis test between interpersonal relationships and job satisfaction of teachers at the Universidad Nacional del Altiplano de Puno.

Variable	n	$\chi^2_c$	$\chi^2_t$	g.l.	Sig.
Relationships	245	10.296	3.84	1	0.001

Table 1 shows the Chi-square hypothesis test, where it is observed that the calculated Chi-square is 10.296 and is more significant than 3.84; therefore, the null hypothesis is rejected, and the alternative view is accepted, which indicates that interpersonal relationships are related to job satisfaction.

Table 2. Spearman's Rho correlation between interpersonal relationships and job satisfaction of teachers at the Universidad Nacional del Altiplano de Puno

Variable	Variable	$r$	$t_c^2$	$t_t^2$	g.l.
Relationships	Relaciones interpersonales	0.583	11.1857	1.9698	243

Table 2 shows Spearman's Rho correlation, which gives us a value of 0.583; said value is between 0.4 and 0.6. Therefore, the relationship is moderate.

### 3.2. Organizational commitment and job satisfaction

Table 3. Chi-square hypothesis test between organizational commitment and job satisfaction of teachers at the Universidad Nacional del Altiplano de Puno

Variable	n	$\chi_c^2$	$\chi_t^2$	g.l.	Sig.
Relationships	245	41.975	3.84	1	0.000

Table 3 shows the Chi-square hypothesis test, where it is observed that the calculated Chi-square is 41.975 and is more significant than 3.84; therefore, the null hypothesis is rejected, and the alternate view is accepted, which indicates that organizational commitment is related to job satisfaction.

Table 4. Spearman's Rho correlation between organizational commitment and job satisfaction of teachers at the Universidad Nacional del Altiplano of Puno

Variable	$r$	$t_c^2$	$t_t^2$	g.l.	Sig.
Relationships	0.486	8.6686	1.9698	243	0.000

Table 4 shows Spearman's Rho correlation, which gives us a value of 0.486; said value is between 0.4 and 0.6. Therefore, the relationship is moderate.

### 3.3 Affiliation and job satisfaction

Table 5. Chi-square hypothesis test between affiliation and job satisfaction of teachers at the Universidad Nacional del Altiplano of Puno

Variable	N	$\chi_c^2$	$\chi_t^2$	g.l.	Sig.
Membership	245	23.420	3.84	1	0.000

Table 5 shows the Chi square hypothesis test, where it is observed that the calculated Chi square is 23,420 and is greater than 3.84, therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that affiliation is related to job satisfaction.

Tabla 6. Spearman's Rho correlation between affiliation and job satisfaction of teachers at the Universidad Nacional del Altiplano of Puno

Variable	$r$	$t_c$	$t_t$	g.l.	Sig.
Membership	0.604	11.8138	1.9698	243	0.000

Table 6 shows Spearman's Rho correlation, which gives us a value of 0.604, between 0.6 and 0.8. Therefore, the relationship is high.

### 3.4 Institutional identity and job satisfaction

Table 7. Chi-square hypothesis test between institutional identity and job satisfaction of teachers at the Universidad Nacional del Altiplano de Puno

Variable	n	$\chi_c^2$	$\chi_t^2$	g.l.	Sig.
Institutional identity	245	23.420	3.84	1	0.000

Table 7 shows the Chi-square hypothesis test, where it is observed that the calculated Chi-square is 23,420 and is more significant than 3.84; therefore, the null hypothesis is rejected, and the alternative view is accepted, which indicates institutional identity is related to job satisfaction.

Table 8. Spearman's Rho correlation between institutional identity and job satisfaction of teachers at the Universidad Nacional del Altiplano de Puno

Variable	$r$	$t_c^2$	$t_t^2$	g.l.	Sig.
Institutional identity	0.604	11.8138	1.9698	243	0.000

Table 8 shows Spearman's Rho correlation, which gives us a value of 0.604, between 0.6 and 0.8. Therefore, the relationship is high.

### 3.5. Political relations and job satisfaction

Table 9. Chi-square hypothesis test between political relations and job satisfaction of teachers at the Universidad Nacional del Altiplano of Puno

Variable	n	$\chi_c^2$	$\chi_t^2$	g.l.	Sig.
Political relations	245	10.315	5.99	2	0.006

Table 9 shows the Chi-square hypothesis test, where it is observed that the calculated Chi-square is 10.315 and is more significant than 5.99; therefore, the null hypothesis is rejected, and the alternative view is accepted, which indicates that political relationships are related to job satisfaction.

Table 10. Spearman's Rho correlation between political relations and job satisfaction of teachers at the National University of the Altiplano of Puno

Variable	<i>r</i>	$t_c^2$	$t_t^2$	g.l.	Sig.
Political relations	-0.172	-2.7218	1.9698	243	0.000

Table 10 shows the Spearman's Rho correlation, which gives us a value of -0.172; it offers a high relationship since the less intervention in political relations there will be greater the job satisfaction.

### 3.6 Relationship between organizational climate and job satisfaction in teachers at the National University of the Altiplano of Puno

Table 11. Chi-square hypothesis test between organizational climate and job satisfaction of teachers at the Universidad Nacional del Altiplano de Puno

Variable	n	$\chi_c^2$	$\chi_t^2$	g.l.	Sig.
Organizational climate	245	26.640	3.84	1	0.000

Table 11 shows the Chi-square hypothesis test, where it is observed that the calculated Chi-square is 26,640 and is more significant than 3.84; therefore, the null hypothesis is rejected, and the alternative view is accepted, which indicates that the organizational climate is related to job satisfaction.

Table 12. Spearman's Rho correlation between organizational climate and job satisfaction of teachers at the National University of the Altiplano of Puno

Variable	<i>r</i>	$t_c^2$	$t_t^2$	g.l.	Sig.
Organizational climate	0.631	12.6792	1.9698	243	0.000

Source: Structured questionnaire

Table 12 shows the Spearman's Rho correlation, which gives us a value of 0.631, said value is between 0.6 and 0.8, therefore, the correlation is high.

#### 4. DISCUSIÓN

According to the results obtained and according to the objective of the investigation, the Chi-square and the Spearman's Rho correlation coefficient of  $\chi^2 = 26.640$ ,  $r = 0.631$ , were obtained, which means the existence of a significant, high and significant positive relationship at the 0.05 level, indicating that there is a directly proportional correlation between the variables of the organizational climate and job satisfaction, which implies that as the corporate climate increases in the same proportion, job satisfaction increases, hence the direct relationship between the variables of organizational climate and job satisfaction in teachers at the National University of the Altiplano of Puno.

Job satisfaction is usually defined as a positive and pleasant emotional state of the subjective perception of the subject's work experiences. At the same time, the organizational climate is conceived as the perception that individuals have about the internal environment of their work (Vargas, 2009). Although they are not the same, the organizational climate and job satisfaction depend on the organization's characteristics and the working conditions. In turn, both are the cause of multiple forms of organizational behavior. However, the results of some research are contradictory. While in some studies, the organizational climate is positively related to job satisfaction; psychosocial risk factors are negatively associated with job satisfaction. Salary, interpersonal relationships, work for the organization, and promotion possibilities are essential sources of risk job satisfaction (as expected according to the theory developed around this concept); other studies do not seem to confirm such findings.

Araque (2017) describes the organizational climate as the perception that the members of an organization have of its structural and dynamic functioning; this perception influences the levels of satisfaction and motivation in the willingness to remain in the organization and the performance of the personnel. In addition, of course, it involves critical factors that translate into specific behaviors affecting profitability and achieving strategic goals.

The organizational or labor climate is the intangible construct related to the perception workers have of their work environment. It is the internal emotional tone of the entity's employees concerning different factors at a given moment. As Saturno (2008) refers, every organization has properties or characteristics that other organizations have; however, each of them has an exclusive series of those characteristics and properties. Bareta (2015) emphasizes that the perception of an organization of its structural and dynamic functioning influences the levels of satisfaction and motivation, the willingness to remain in the organization, and the staff performance. To do this, he says that if you want to know the climate, you must measure it to obtain benefits such as increased motivation, involvement, commitment, reduced turnover and absenteeism, impact on productivity, and improved relationships by increasing loyalty. According to Domínguez et al., (2019), head of communications at the Great Place To Work Institute in Peru, various studies reveal that companies with better work and social climate are more productive, innovative, and profitable. Muñiz et al., (2014) add that, in organizations, the human factor plays an important role, so it is essential that an adequate organizational climate is maintained and, in turn, leads employees to feel job satisfaction. The work environment is a fundamental entity that each person in the organization builds based on their experience and perceptions, both physical and human, where they carry out their daily activities and is a fundamental indicator since a lousy work environment constitutes a serious obstacle to understanding the problems and needs of the work teams that comprise it Muñiz et al. (2014) in their research on satisfaction and organizational climate, showed significant differences in job satisfaction and organizational climate. Therefore, the relationships between these variables must be studied separately. Likewise, according to the results obtained, it is shown that the company where the study was carried out seems to maintain an equitable level of satisfaction since no differences were found in terms of the perception that women have of working conditions compared to men, which means that an environment conducive to the performance of workers is managed.





## 5. CONCLUSIONES

There is a moderate relationship between interpersonal relationships and organizational commitment to job satisfaction since the Spearman's Rho correlation statistical test shows values of 0.583 and 0.486, respectively, with a probability level of less than 0.01; that is, the higher the relationships between the interpersonal and organizational commitment of the teachers of the National University of the Altiplano of Puno, therefore, there will be greater job satisfaction.

There is a high relationship between affiliation and institutional identity with job satisfaction since the Spearman's Rho correlation statistical test shows the exact value of 0.604 for the two dimensions mentioned with a probability level of less than 0.01; that is, the higher the affiliation and institutional identification of teachers with the National University of the Altiplano, there will be greater job satisfaction.

There is a significant relationship between political relations and job satisfaction, given that the Spearman's Rho statistical correlation test shows a value of -0.172 with a probability level of less than 0.01; that is, the lower the political relations of teachers at the National University of the Altiplano, you will have greater job satisfaction.

There is a high correlation between the organizational climate and job satisfaction because the Spearman's Rho correlation statistical test shows a value of 0.631 with a probability level of less than 0.01; that is, the higher the organizational climate in teachers of the National University of the Altiplano of Puno, you will have greater job satisfaction.

### **Conflicto de intereses / Competing interests:**

Los autores declaran que no incurrir en conflictos de intereses.

### **Rol de los autores / Authors Roles:**

Lucas Ponce: conceptualización, curación de datos, análisis formal, adquisición de fondos, investigación, metodología, administración del proyecto, recursos, software, supervisión, validación, visualización, escritura - preparación del borrador original, escritura - revisar & edición.

Marco Ruelas: conceptualización, análisis formal, investigación, metodología, administración del proyecto, recursos, software, supervisión, validación, visualización, escritura - preparación del borrador original, escritura - revisar & edición.

Ludwing Flores: conceptualización, análisis formal, investigación, metodología, administración del proyecto, recursos, software, supervisión, validación, visualización, escritura - preparación del borrador original, escritura - revisar & edición.

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