

<https://doi.org/10.23913/ride.v14i27.1668>

*Artículos científicos*

## **Clima organizacional en satisfacción laboral: una revisión sistemática**

***Organizational climate in job satisfaction: A systematic review***

***Clima Organizacional na satisfação no trabalho: Uma revisão sistemática***

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### **Resumen**

Este artículo de revisión de información teórica tiene por finalidad explorar artículos referentes a las variables *clima organizacional* y *satisfacción laboral* para describir la relación entre ambas. El clima organizacional es la percepción los distintos factores del ambiente de trabajo que permiten estrategias de prevención y corrección para generar la satisfacción de los colaboradores a fin de alcanzar las metas organizacionales. Para ello, el presente estudio, de diseño cualitativo, se enfocó en examinar fuentes electrónicas sobre la relación entre clima organizacional y satisfacción laboral con el fin de sintetizar la información, situándola en una perspectiva determinada, para la toma de decisiones. Se recopilaron artículos de diversas revistas indexadas empleando los buscadores boléanos and, or y not. En la recolección de información se emplearon palabras clave como “clima”, “organización”, “satisfacción” y “dimensión de la escuela”. Como conclusión, se puede afirmar que existe una relación importante entre ambas variables, lo cual se evidencia en los artículos revisados.

**Palabras clave:** clima, organización, satisfacción laboral, dimensiones.

## Abstract

The aim of this paper is to explore articles referring to the variables of organizational climate and job satisfaction in order to describe the relationship between these two. The organizational climate is the perception of the different factors of the work environment that allow prevention and correction strategies to generate employee satisfaction in order to achieve organizational goals. For that reason, a qualitative design has been applied in this study, which focused on examining online sources on the relationship between organizational climate and job satisfaction, with the aim of synthesizing information and placing it in a certain perspective for decision making. Articles from various indexed journals were collected by using the Boolean operators AND, OR and NOT. Keywords such as climate, organization, satisfaction, dimension of the school were used in the collection of information. In conclusion, it can be stated that there is an important relationship between both variables, which is evident in the articles reviewed.

**Keywords:** climate, organization, job satisfaction, dimensions.

## Resumo

O objetivo deste artigo de revisão de informações teóricas é realizar a exploração de pesquisa de artigos referentes às variáveis clima organizacional e satisfação no trabalho, para descrever a relação entre essas variáveis. O clima organizacional é a percepção dos diferentes fatores do ambiente de trabalho que permitem estratégias de prevenção e correção para gerar a satisfação dos funcionários a fim de atingir os objetivos organizacionais. Tem um desenho qualitativo, é um estudo de revisão que visa examinar fontes eletrônicas sobre a relação entre clima organizacional e satisfação no trabalho, a fim de sintetizar as informações, colocando-as em uma determinada perspectiva, para a tomada de decisão. Artigos de vários periódicos foram coletados, indexados usando os mecanismos de busca booleanos e, ou e não. Na coleta de informações, foram utilizadas palavras-chave como clima, organização, satisfação, dimensão da escola. Finalmente, é possível concluir que existe uma relação importante entre clima organizacional e satisfação no trabalho com base nas conclusões dos artigos revisados, a maioria deles concorda em uma relação significativa das variáveis propostas em suas diferentes dimensões.

**Palavras-chave:** clima, organização, satisfação no trabalho, dimensões.



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## Introduction

The organizational climate is a topic studied for several years due to its impact on teacher job satisfaction. This term refers to permanent organizational features, such as organizational structure, management or leadership styles, and reward or recognition mechanisms, which favor work completion.

Currently, these concepts are very significant because many people are forced to perform tasks that often do not meet their expectations. This exposes them to adverse situations in the work environment, such as meaningless tasks, monotonous environments, inadequate financial compensation, unfavorable hiring methods and unsafe working conditions, which contributes to job dissatisfaction and results in poor performance. , irregular attendance and discontent at work (Bedoya *et al.* , 2017).

In the educational field, it is essential to have a well-defined and optimal organizational climate to guarantee that teachers are satisfied with their work. Therefore, the aim is to determine the relationship between the organizational climate and job satisfaction by reviewing specialized articles.

## Context

According to the Randstad Workmonitor Q3 (2018) survey for the third quarter of 2018, the lowest rate of job satisfaction is observed in Japan, at 44%, and in Hong Kong, at 46%. On the other hand, Forbes (2019) reveals, in its Love Mondays survey, that in Mexico workers resign mainly due to dissatisfaction with the work environment, which limits opportunities for growth in employment. Specifically, 24.3% of workers refer to dissatisfaction with their work, while the lack of opportunities to grow at work represents 13.1%. In this context, it is crucial to highlight that the management of an optimal work environment falls on the leaders of the organization (Maldonado, 2019).

In the educational field, many teachers experience discomfort in their workplaces due to various reasons, such as working conditions and daily pressure, which generates stress, lack of motivation and emotional crises (Rodríguez *et al.*, 2017 ).

## Background

There are various publications that address the research topic in this field. At the international level, Noboa *et al.* (2019) carried out an ecoscience study to determine the relationship between the organizational climate and employee satisfaction in a construction company in Ecuador. They used questionnaires developed by Ortega Santos (2018) and the Minnesota Satisfaction Questionnaire (MSQ). The sample consisted of 250 workers. The study was correlational in nature, and its conclusions indicate a positive relationship between both variables, since the organizational climate had a significant impact on the job satisfaction of employees.

For its part, Araya (2019) examined the relationship between job satisfaction and organizational climate in primary health care officials in a commune in Chile. This study adopted an analytical and cross-sectional approach, with a sample of 110 workers. Two scales developed by Chiang *et al.* (2010) were used as measurement instruments. The conclusions reveal a significant correlation (0.636) between the variables, suggesting that a positive organizational climate is associated with greater job satisfaction.

Pedraza (2018) focused on analyzing the relationship between the organizational climate and job satisfaction perceived by human capital. Their study was characterized by being non-experimental, explanatory and cross-sectional. The sample included 133 employees and the findings support a positive and significant relationship between organizational climate and job satisfaction, suggesting that improving the work environment can contribute to employee satisfaction.

Cardozo and Kwan (2019) carried out a study to identify the number of scientific articles on organizational climate in the Scopus database, following predefined parameters. This is framed in a transversal descriptive design. Among its findings, the low interest in qualitative studies and greater interest in research on the organizational climate in educational and health sectors stands out. Furthermore, they point out that internal factors far outweigh external factors in the available literature.

At the national level, Dávila *et al.* (2021) carried out an investigation with the purpose of relating the organizational climate and job satisfaction in a Peruvian company. This study is characterized by being basic, quantitative and non-experimental in nature, with a correlational and descriptive design. The sample included 316 participants and two questionnaires developed by Palma (2004) were used as measurement instruments. The

conclusions of this research reveal a positive relationship of medium and significant magnitude between the variables analyzed.

The article by Bazalar and Choquehuanca (2020) aimed to establish whether there is a relationship between the organizational climate and job satisfaction at the National University of Callao. The approach of this study is correlational, and two validated and reliable questionnaires were applied to a sample of 101 UNAC employees. The conclusions indicate a significant relationship between the proposed variables.

On the other hand, Zeta *et al.* (2020) review the theoretical approaches on organizational climate and leadership to evaluate quality in a rural Peruvian school. The approach of the study was quantitative, non-experimental and cross-sectional in design, with a sample of 60 collaborators. The main conclusions indicate that both the organizational climate and servant leadership are significant predictors of job satisfaction, highlighting that the work climate significantly influences the results.

In another investigation, Landazabal *et al.* (2020) describe the organizational climate in relation to community participation in a Colombian school. The study adopted a quantitative and descriptive approach. Among the most relevant conclusions, it stands out that there is a relationship between the variables and dimensions of the school climate, especially related to community management, which shows that the organization's climate is linked to other management areas.

Now, to base this study, we begin by defining the *organizational climate variable*. According to Lavarello and González (2015), climate refers to the elements of the environment that employees consciously experience in their workplace. Zenteno and Durán (2016) describe it as a set of characteristics of the work environment, perceived by workers, related to organizational structures and processes (Graciano *et al.*, 2014), *and* with the alignment between personal and organizational characteristics (Bravo and Calderón, 2017), which directly or indirectly affect the behavior of people in an organization. Organizational behavior, in turn, is the direct response to administrative practices and the conditions of the organization (Cardona and Zambrano, 2014). The organizational climate, whether positive or negative, exerts a significant influence on organizational and psychological aspects.

In relation to the *job satisfaction variable*, since the 1970s, literature and research have observed substantial growth in this field. Three main streams of research can be identified in the field of job satisfaction. The first focuses on gender disparities (Zou, 2015), the second explores the relationship between job satisfaction and other factors (Sánchez-

Sellero and Sánchez-Sellero, 2016), and the third focuses on salaries and education. (López, 2018).

When the relationship between organizational climate and job satisfaction is analyzed, it is evident, according to Peña *et al.* (2015), that considerable attention has been paid to research on organizational climate and job satisfaction, both individually and in their interaction, and to the implications of this relationship for the growth and transformation of companies. When employees perceive that their expectations are not met in their work environment, they are likely to experience job dissatisfaction, which, in most cases, results in decreased workforce productivity, decreased organizational commitment and disengagement from work (Méndez, 2015).

Furthermore, it has been observed that lower job satisfaction in employees can lead to health problems, such as neurosis (insomnia and headache), as well as an increase in negative emotions (stress and disappointment) (Murillo *et al.* , 2014). The study of human behavior has shown that workers who feel satisfied and motivated tend to have superior performance in their work tasks. Pérez *et al.* (2015) focused their research on measuring the perception of the organizational climate and job satisfaction in an electronic company, and found that the dimension of interpersonal relationships in the work environment had a significant impact on job satisfaction.

Therefore, it is understandable that those who lead organizations and companies seek to foster positive relationships in an organizational climate that motivates employees to improve their performance and foster their interest and satisfaction in work, which, in turn, leads to employees more collaborative, adaptable and willing to change.

## Method

The design of this work was qualitative, and specifically it was a review study. This type of research aims to collect the most relevant information on a specific topic. In this case, it focused on examining electronic sources that address the relationship between organizational climate and job satisfaction with the purpose of synthesizing the information and presenting it from a particular perspective that is useful in decision making.

To carry out this literature review, an exhaustive search was carried out in various databases of high scientific quality, such as Proquest, Scopus, Web of Science, among others, with the purpose of locating articles published in prestigious journals. In addition, keywords

in both Spanish and English were used, such as “organizational climate” and “job satisfaction,” and they were combined using the Boolean operators and, or, and not to refine the search.

The search process was also governed by inclusion criteria, which made it possible to further refine the selection of relevant documents in the various databases consulted. In this sense, the review article carried out an analysis using the synthetic comparative method, covering a sample of nine scientific articles in electronic format. These articles underwent close examination and were analyzed according to the specific descriptors detailed in Table 1, which facilitated the organized presentation of their content and information.

## Results

**Table 1.** Documentary research (database)

Author	Qualification	Dimensions	Research design	Conclusions
Landazabal, M., Barrios, Y., Narváez, M. and Vargas, L. (2020)	Organizational climate of the community participation processes of an educational institution. Case study.	For organizational climate we have identity, structure, infrastructure, interpersonal relationships, decision making, compensation and sense of belonging .	correlational	A relationship is established between variables and the dimensions of the school climate, management in the community is involved, the organization's climate is related to other management areas.
Cardozo, S. and Kwan, Ch. (2019)	Organizational climate: a look from narrative to systematization.	Database search; topic: organizational climate.	transversal descriptive	There is little interest in conducting qualitative studies, there is a lot of interest in studies on climate in educational and health sectors, internal factors far outweigh external factors.

<p>Zeta, A., Benites, C., Jiménez, R. and Abanto, L. (2020)</p>	<p>Organizational climate and servant leadership as an antecedent of job satisfaction in a rural educational institution.</p>	<p>CO: personal system, autonomy, job satisfaction, system between people, social relations, union, organizational system. LD: emotions, evaluation, ability to concepts, empowering oneself, supporting workers in charge, prioritizing the subordinate and ethics when behaving.</p>	<p>cross- sectional correlational  1</p>	<p>Climate in the organization and regular leadership versus a high level of job satisfaction due to internal factors. Direct and significant correlations between the CO and SL variables and between LS and SL predict satisfaction with a significance of Sig. &lt;0.000.</p>
<p>Noboa, J., Barrera G. and Rojas, D. (2019)</p>	<p>Relationship of the organizational climate with job satisfaction of a company in the construction sector.</p>	<p>CL: structure, objective, interpersonal relationships, management mechanism, support mechanism, rewards, leadership. Job satisfaction: extrinsic and intrinsic.</p>	<p>correlational  1</p>	<p>Relating the results of job satisfaction to the organizational climate, we found that, of the 57 questions of the organizational climate instrument, there are no answers in the range of 1-4 on the Likert scale, in an interval of 1-7, which which ratifies the relationship between these two constructs in</p>

				the construction sector
Araya, M. (2019)	Job satisfaction and organizational climate in primary health care officials in a commune in Chile.	SL: age, sex, tenure in the position, years in health service, civil servant category, type of contract and working hours. Organizational climate: trust, autonomy, support, cohesion, innovation, pressure, equity and recognition.	correlational	The correlation between the global scores of both scales was statistically significant 0.636 ( $p \leq 0.001$ ). From this it is concluded that the perception of a high organizational climate is related to a higher level of job satisfaction in the health officials studied.
Pedraza, N. (2018)	The organizational climate and its relationship with job satisfaction from the perception of human capital.	CO: Reward, organization structure, responsibility, risks, standard, emotional identification, support system, job satisfaction: extrinsic and intrinsic.	cross-sectional correlational	The dimensions of the organizational climate are related to job satisfaction; empirical evidence from other contexts and analytical unit is contributed.

<p>Dávila, R., Agüero, E., Ruiz, J. and Guanilo, C. (2021)</p>	<p>Organizational climate and job satisfaction in a Peruvian industrial company.</p>	<p>Organizational climate: self- realization, involvement, monitoring, communication and being motivated. Job satisfaction: meaning of the task, condition to work, individual or social reward, remunerative benefits.</p>	<p>correlational  1</p>	<p>The CO and SL variables are significantly related since they have a medium positive relationship (Rho = 0.559) and a significant relationship (p= 0.000 &lt; 0.05) in the workers of the company studied.</p>
<p>Huaita, D and Luza, F. ( 2018)</p>	<p>The work environment and job satisfaction in teaching performance in public educational institutions.</p>	<p>Work environment: self-realization, communicate, get involved in the task, supervise, condition to work. Job satisfaction: meaning of the task, working conditions, recognition, financial remuneration.</p>	<p>causal correlational, cross- sectional</p>	<p>The climate of the organization in which you work and being satisfied have an influence (p&lt;0.05) in teaching performance in the way secondary teachers perform.</p>
<p>Bazalar, M. and Choquehuana, C. ( 2020)</p>	<p>Organizational climate and job satisfaction of workers at the National University of Callao.</p>	<p>CO: Being motivated, leadership, structure. SL: Tangibility, working conditions and labor relations.</p>	<p>correlational  1</p>	<p>It was found that the relationship between organizational climate and satisfaction labor is significant for a level of</p>

				<p>significance of one percent, so Therefore, the null hypothesis is rejected and accept the alternative hypothesis.</p>
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Fountain: Own elaboration

The review focused on the search for various articles published in indexed journals in electronic format, which have been organized in table 1. This organization allowed us to highlight relevant information related to the connection between the organizational climate and job satisfaction. The objective was to facilitate the analysis and synthesis of this information from a specific perspective, which can be useful in decision making.

The information, once organized, reveals that each article that addresses the topic of organizational climate and job satisfaction includes both variables and their respective dimensions. Although it is true that each article presents conclusions with different dimensions, what stands out and analyzes is the close relationship and, in some cases, the significant influence of the organizational climate on job satisfaction.

It is important to highlight that the articles reviewed cover a period between 2018 and 2021 and represent both quantitative and qualitative research. These studies present correlational and causal correlational designs, as well as cross-sectional approaches. Furthermore, it should be noted that these articles come from various fields, with a particular focus on the Latin American region.

## Discussion

The results of the study highlight several significant observations regarding organizational climate. Firstly, Barrios (2020) points out that the relationship of the evaluation elements with the dimensions and variables of the climate in the school environment involves other areas of management in the community. Cardozo and Kwan (2019) also contribute to this discussion by indicating that there is little dedication to qualitative studies in the field of organizational climate, and that internal factors surpass external factors in their influence.

Furthermore, Zeta *et al.* (2020) point out a direct and significant correlation between the organizational climate and leadership focused on providing service. For their part, Noboa *et al.* (2019) highlight the need for continuous improvement based on the positive results found, focusing on communication and information strategies.

Pedraza (2018) contributes empirical evidence by finding positive and significant relationships between the dimensions of the organizational climate and employee satisfaction, from a different perspective. Similarly, Dávila *et al.* (2021) identify significant relationships between the organizational climate and worker satisfaction, although without considering the nature of these relationships.

Additionally, Huaita and Luza (2018) demonstrate the influence of climate and satisfaction on teachers' performance, while Bazalar and Choquehuanca (2020) confirm a significant relationship between the climate of the university entity and the satisfaction of its employees.

Together, these authors support the connection between both variables, highlighting their significant relationship. His research emphasizes the importance of improving the organizational climate, especially in educational institutions, where teachers' job satisfaction is essential to achieve the proposed objectives.

## Conclusion

The conclusions of the reviewed articles consistently reveal a significant relationship between organizational climate and job satisfaction in its various dimensions. These findings support the existence of a relevant connection between both variables, which implies that the organizational climate has a direct impact on job satisfaction.

In this sense, it is imperative that organizations strive to maintain a favorable climate that promotes satisfaction in job performance, which in turn will contribute to the achievement of strategic objectives and organizational goals. The exhaustive review of the scientific literature that considers these variables becomes an essential starting point for broader research in this area, thus enriching the existing knowledge in the field of research. These reviews provide a solid database that can be used to deepen research or expand the topic of study in the future.

## Future lines of research

For future research in this field, it is recommended to conduct interviews with employees to evaluate their job satisfaction. The data collected through these interviews can be used to carry out a diagnosis and propose improvement approaches in both the organizational climate and job satisfaction. The main objective is for employees to experience continuous improvement in their relationship with work.

Through an adequate diagnosis, it will be possible to identify the factors that are contributing to dissatisfaction and, based on this, programs, models and workshops specifically designed to address this problem can be proposed. Additionally, the implementation of a pre-experimental or quasi-experimental design can be considered, using the results of systematic reviews as a starting point. These studies can support the application of programs aimed at strengthening the organizational climate, using pretests and posttests to evaluate their effectiveness. This approach has the potential to improve job satisfaction, performance, achievement of organizational objectives and goals and ultimately benefit employees, especially those in teaching roles to achieve an optimal work environment and higher quality. educational.

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