

ORIGINAL ARTICLE

Organizational climate and job satisfaction among administrative personnel at EPAPAR company, Rocafuerte, Manabí

Clima organizacional y satisfacción laboral del personal administrativo de la empresa EPAPAR, Rocafuerte, Manabí

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Abstract The research analyzed the relationship between organizational climate and job satisfaction at the public water and sewage company EPAPAR in Rocafuerte. A field, descriptive, and documentary study was conducted using a non-experimental, cross-sectional design. Data were collected through an interview with the manager and a 19-question survey directed at the administrative staff of six employees. Ethnographic, biographical, and scientific methods were employed. Data were processed and tabulated using Excel 2013. Based on a chi-square test ($10.37 > 9.4877$), the results confirmed a significant relationship between organizational climate and job satisfaction, supporting the alternative hypothesis. The findings showed that the company maintains a positive organizational climate characterized by good communication, workplace well-being, and an adequate structure, which fosters employee satisfaction. However, it is recommended that an incentive plan be implemented to encourage staff commitment and motivation further, enhancing both performance and job satisfaction.

Keywords organizational climate, job satisfaction, working conditions, motivation.

Resumen La investigación analizó la relación entre el clima organizacional y la satisfacción laboral en la empresa pública de agua potable y alcantarillado EPAPAR de Rocafuerte. Se aplicó un estudio de campo, descriptivo y documental, con diseño no experimental y transeccional. Los datos se recolectaron mediante una entrevista al gerente y un cuestionario de 19 preguntas dirigido al personal administrativo, compuesto por seis personas. Se emplearon métodos etnográfico, biográfico y científico. Los datos fueron procesados y tabulados en Excel 2013. Los resultados, basados en una prueba chi cuadrado ($10,37 > 9,4877$), confirmaron una relación significativa entre el clima organizacional y la satisfacción laboral, aceptando así la hipótesis alternativa. Se evidenció que la empresa mantiene un clima organizacional positivo, con buena comunicación, bienestar laboral y una estructura adecuada, lo que genera satisfacción entre sus empleados. Sin embargo, se recomienda implementar un plan de incentivos que fomente el compromiso y la motivación del personal para mejorar aún más su desempeño y satisfacción laboral.

Palabras clave clima organizacional, satisfacción laboral, condiciones de trabajo, motivación.

How to cite

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Introduction

In organizations, variables such as organizational climate and job satisfaction must be interconnected to achieve the organization's objectives. According to Arias & Arias (2014), as cited in Iglesias and Sánchez (2015), organizational climate is defined as "the shared perceptions of a group of individuals regarding their work environment: supervision style, quality of training, labor relations, organizational policies, communication practices, administrative procedures, and the overall work environment" (p. 456). In this sense, Santana and Pérez-Rico (2023) emphasize that organizational climate is a key determinant of job satisfaction and performance, particularly in sectors where labor dynamics influence employee well-being and productivity.

Organizational climate reflects employees' perceptions of their work environment and workplace relationships, encompassing professional and personal interactions. It is also considered the space where employees share daily emotions, creating a favorable or unfavorable organizational climate based on internal events.

Ahmad et al. (2018) note that specific personality traits may moderate how individuals perceive and respond to organizational climates, highlighting the diversity of experiences within the same workplace.

Organizational climate is a decisive factor that can positively or negatively impact employee productivity. Assessing this variable allows organizations to identify existing problems and take steps to reform and create a conducive work environment. The Organic Law of Public Service (LOSEP), Article 52, as enacted by the Ecuadorian National Assembly, mandates that Human Talent units in public sector institutions conduct annual performance evaluations considering the institutional nature and the services provided to internal and external users (Asamblea Nacional del Ecuador, 2020, p. 39). These evaluations are job-specific and aim to improve employee performance.

Studying organizational climate and job satisfaction is essential as organizations adopt new production, marketing, distribution, and customer service techniques. In this context, productivity and human capital management become critical components for survival. Hence, effective leadership, employee motivation, and satisfaction are increasingly vital to administrative processes. Nascimento and Brito (2020) highlight that positive organizational climates significantly enhance job satisfaction, motivating employees to align their efforts with organizational goals.

Job satisfaction, as defined by Duche et al. (2019), is "a critical construct in organizational and work psychology due to its mediating role between workplace conditions and their implications for institutional and individual development" (p. 16). Likewise, Yamassake et al. (2021) further explain that job satisfaction is not only a measure of employee con-

tentment but also a critical factor in maintaining organizational health

Job satisfaction represents the level of attachment or connection to one's workplace. Cernas et al. (2018) emphasize its fundamental role due to its presumed link with team productivity. This underscores its significance for businesses, as variables within job satisfaction contribute to improvements and the attainment of corporate goals. Altaf et al. (2019) support this notion, identifying significant positive correlations between organizational climate, readiness for change, and job satisfaction.

In other words, job satisfaction is a widely discussed topic. To achieve optimal results, motivational aspects must be managed effectively, as previously highlighted in discussions of organizational climate. These are areas that require ongoing enhancement within organizational teams. Güney and Sahin (2021) point out that addressing motivational barriers through improvements in organizational climate can significantly boost job satisfaction levels and overall performance.

The present study focuses on the public water and sewage company of Rocafuerte (EPAPAR). It aims to determine the relationship between organizational climate and job satisfaction among administrative staff to establish an improvement plan for achieving organizational goals. Based on the considerations above, this research is crucial for analyzing organizational climate and job satisfaction within a company. Such analysis serves as a tool to identify areas for improvement in human behavior and assess employees' perceptions and opinions about the organization, the elements that motivate or demotivate them, and the factors that hinder their performance. This assessment provides insights into the company's organizational culture and the quality of its human capital, which directly influence productivity and create a competitive advantage. Organizations with intense climates and satisfied employees are better equipped to foster innovation and achieve competitive edges (Cameron & Quinn, 2011).

An institution's ability to deliver high-quality services requires a productive work environment. To achieve external service quality, the process must begin with internal clients—its employees—and requires applying tools that enhance employee engagement. Thus, studying the relationship between organizational climate and job satisfaction among the administrative staff at EPAPAR is essential.

Methodology

This research adopts a descriptive scope to characterize organizational climate variables and job satisfaction within EPAPAR. It is a field study involving surveys administered to the administrative staff and interviews with the institu-

tion’s manager.

Additionally, the research incorporates a documentary component by utilizing similar theses, textbooks, scientific articles, and online resources to obtain fundamental information about the study variables.

The research employs a non-experimental, cross-sectional design. The non-experimental aspect means the variables were not manipulated but were observed and studied in their natural context.

Since the study focuses on understanding the relationship between organizational climate and job satisfaction in EPAPAR’s administrative area, and the total number of subjects (N) in this area is 6, it was unnecessary to derive a sample for data collection.

Data collection techniques:

- Interview: Questions were directed to the institution’s manager, who prepared them in advance to align with the study’s objectives.
- Survey: Conducted with the administrative staff, where participants marked their responses without explaining their choices, enabling better control and generalization of results.

Methods applied:

- Scientific method: Used to define the research problem (organizational climate), establish relationships between facts, and validate theories explaining the phenomenon, ultimately generating practical applications.
- Biographical method: Employed to document the partial experiences of individuals involved in the study, capturing their assessments and evaluations of their reality.
- Ethnographic method: This method utilized observation, interviews, surveys, and document analysis as methodological tools designed by the researchers.

Results and discussion

Analysis of the manager’s interview

The interview offered insights into the manager’s interpersonal skills and approach to routine functions. Despite being questioned about daily responsibilities, the manager appeared transparent and openly shared the company’s realities. The interaction was amicable, reflecting mutual respect between the manager and administrative staff. The organizational climate and job satisfaction at EPAPAR are positive, characterized by a supportive work environment, inclusive participation, and motivated employees—attributes credited to the manager’s leadership.

Organizational climate results

A questionnaire consisting of 19 questions was administered to EPAPAR’s administrative staff. Below are the findings

categorized by variable dimensions:

The Structure Dimension comprises two key indicators. The Organizational Infrastructure Indicator shows that 67% of respondents stated that work areas are fixed and conducive to job performance “almost always,” while the same percentage indicated that the necessary tools and resources for daily tasks are “always” available. Meanwhile, the Norms and Procedures Indicator reveals that 50% of respondents believe that norms and procedures are “always” clear and well-defined.

The results indicate that EPAPAR has a well-established structure, providing adequate resources and clearly defined norms, contributing to efficient organizational operations.

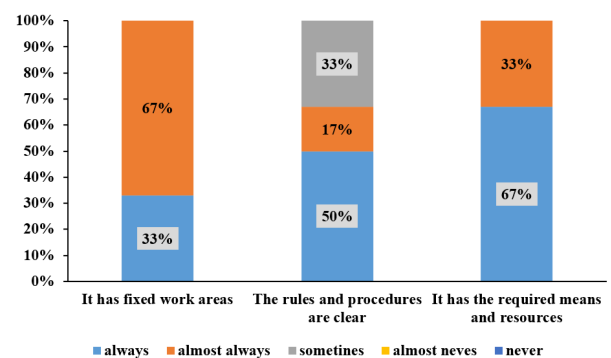


Figure 1. Structure dimension.

The leadership styles dimension includes four key indicators. The Authoritarian Indicator reveals that 100% of respondents stated that the manager almost never assumes institutional responsibilities without considering others’ opinions. The Democratic Indicator shows that 83% of respondents believe the manager ensures staff are well-informed. The Laissez-Faire Indicator indicates an even split, with 50% selecting “almost always” and 50% choosing “always,” suggesting that the manager consistently makes administrative staff feel included in decision-making. Lastly, the Transformational Indicator highlights that 67% of respondents believe the manager almost always fosters collaboration and teamwork among administrative staff.

The results reveal effective leadership by the manager, characterized by enabling staff to actively participate in company decisions, promoting communication among colleagues, and providing a secure environment for employees to develop their skills.

The decision-making dimension consists of a single item, with the level of participation indicator showing that 83% of respondents stated the manager always involves administrative staff in discussions about significant matters.

This demonstrates that the EPAPAR manager is highly considerate and ensures that administrative employees are

included in discussions on critical topics that benefit the company. Employees are encouraged to share ideas and interact collaboratively to achieve common goals and meet organizational objectives.

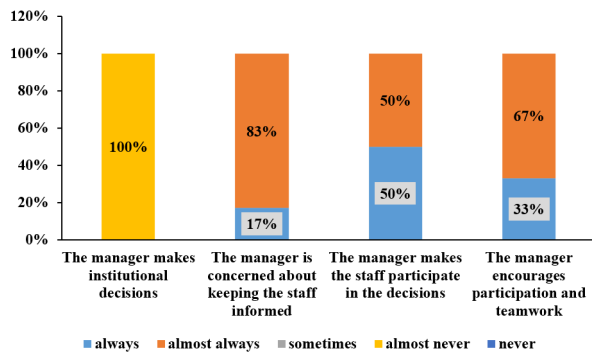


Figure 2. Leadership styles dimension.

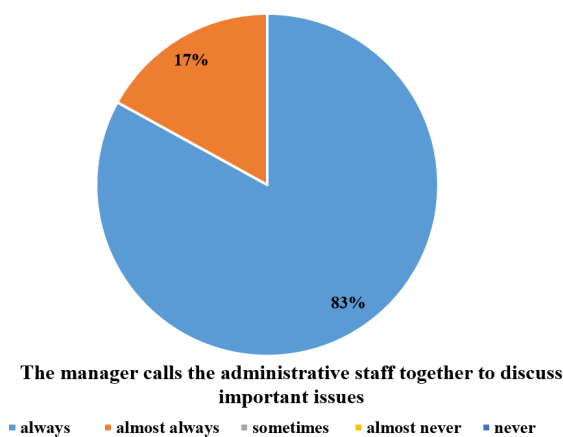


Figure 3. Decision-making dimension.

The compensation dimension includes two key indicators. The Adequate Economic Situation Indicator shows that 67% of respondents stated that their remuneration almost always allows them to improve their quality of life. Similarly, the Adequate Salary Indicator reveals that 50% of administrative staff responded “almost always”, while the other 50% selected “always”, indicating overall satisfaction with their salary.

It was identified that compensation enables employees to access benefits and meet their basic needs. However, it does not necessarily allow them to enjoy the financial rewards they receive each month fully.

The working conditions dimension includes three key indicators. The Pleasant Work Indicator shows that 83% of respondents selected “sometimes” when asked if they find their work pleasant, while 17% chose “never”.

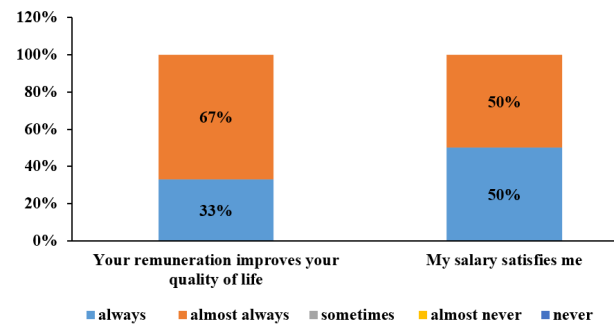


Figure 4. Compensation dimension.

The Frustrating Work Indicator reveals a varied distribution of responses: 33% selected “almost always” for the statement “I believe my work is not frustrating,” another 33% chose “sometimes.” In comparison, 17% responded “always,” and the remaining 17% selected “almost never.” Lastly, the Routine Work Indicator indicates that 67% of administrative staff believe their work is not routine, selecting “almost always” in response to this statement.

The analysis revealed that most administrative staff feel satisfied and comfortable with their daily tasks. However, it is essential to note that not all employees share this perspective. Though minimal, the negative result in the pleasant work indicator should be addressed to prevent potential issues in the future.

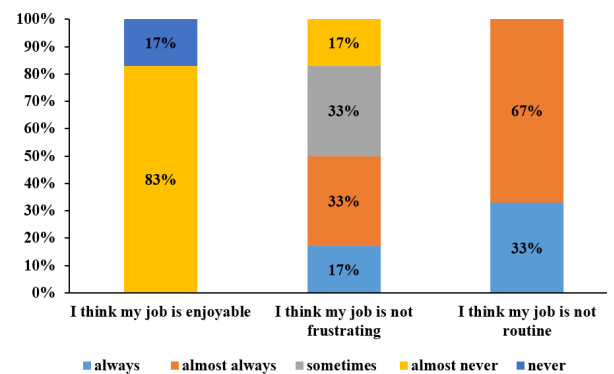


Figure 5. Working conditions dimension.

The motivation dimension includes three key indicators. The Attitude Indicator shows that 67% of respondents always feel satisfied with their task assignments and responsibilities within the institution. The Recognition Indicator reveals that 50% of respondents believe their supervisors always acknowledge them for good performance. Lastly, the Stimulation Indicator highlights that 83% of respondents always receive some form of incentive from the company, such as a commission or commendation, when they perform well.

The findings demonstrate that EPAPAR’s administrative staff are delighted with the motivation they receive from their manager. This reflects the manager’s importance in recognizing and valuing employees. Regular studies are crucial to informing the manager about staff perceptions and ensuring continued alignment with employee needs.

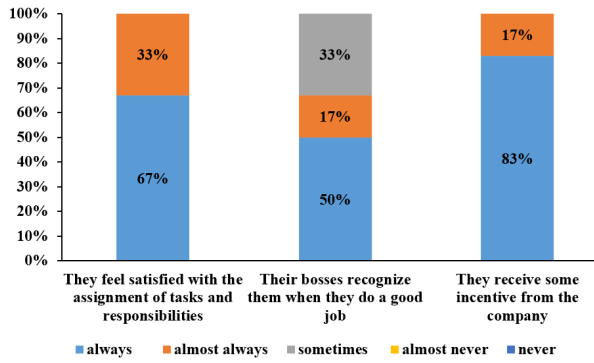


Figure 6. Motivation dimension.

The workplace well-being dimension consists of two key indicators. The Knowledge Indicator reveals that 67% of respondents stated that their current position almost always aligns with their professional training, 17% indicated that it never does, and 16% selected “sometimes”. Similarly, the Good Performance Indicator shows that 67% of respondents feel they almost always have the necessary skills to analyze complex work situations and implement appropriate solutions. Meanwhile, 17% responded “always”, and 16% indicated they never possess these skills.

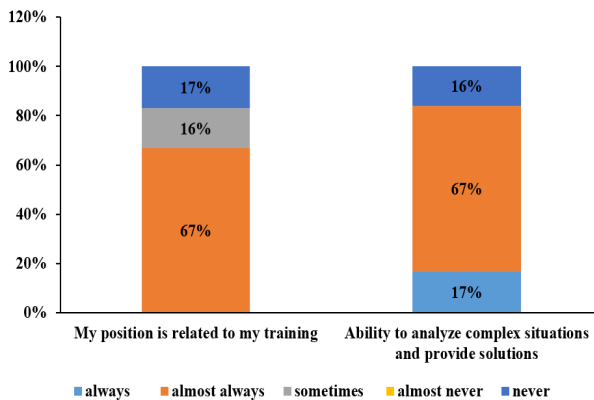


Figure 7. Workplace well-being dimension.

The results indicate that most administrative staff hold positions aligned with their professional qualifications. However, some employees work in roles that do not correspond to their formal training. Regarding their abilities, the administrative staff at EPAPAR are generally well-equipped to

fulfill their occupational responsibilities, effectively handle work-related situations, and communicate collaboratively to resolve potential issues. Reciprocal teamwork was also identified as a strength.

The extrinsic factors dimension consists of a single indicator related to facilities. According to the Facilities Indicator, 83% of respondents stated that the functioning of the company’s facilities is always excellent, while 17% responded “almost never”, indicating a less favorable perception.

The findings suggest that EPAPAR’s facilities are generally favorable and optimal, supporting the development of activities and contributing to a positive organizational climate throughout the company.

It is advised that a meeting be held to discuss this topic, as 17% of respondents indicated that the facilities’ functioning is “almost never excellent”, suggesting some employees are dissatisfied. Addressing these concerns can help ensure a more cohesive and content workforce.

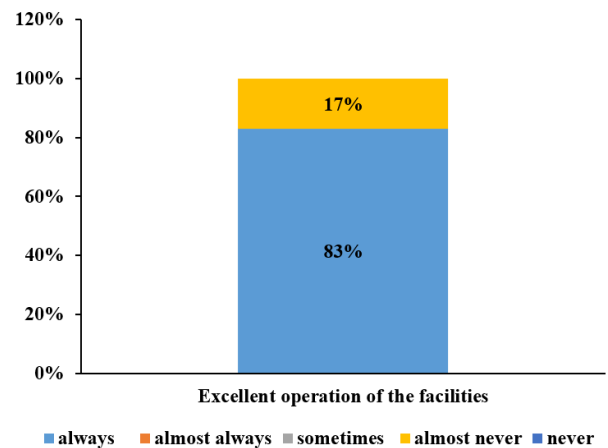


Figure 8. Extrinsic factors dimension.

Correlation

Correlation is a statistical technique determining the dependency between two or more variables. In this case, the chi-square test was applied to examine whether the variables under study are dependent on each other or independent. If the chi-square test results show that both variables are independent, it indicates no relationship between them. However, if one variable depends on the other, it confirms the existence of a relationship.

The calculated chi-square value is 10.37, more significant than the critical value of 9.4877. Therefore, the alternative hypothesis is accepted. This indicates that organizational climate influences and is dependent on job satisfaction among the administrative staff of the public water and sewerage company in Rocafuerte.

Table 1. Correlation between organizational climate and job satisfaction.

	Never	Almost never	Sometimes	Almost always	Always	Total
Organizational climate	2	6	5	31	34	78
Job satisfaction	1	2	10	13	10	36
Total	3	8	15	44	44	114

The study also revealed that the administrative staff work in a positive environment that fosters an effective organizational climate. Employees must operate in an agreeable workplace, with good communication, respect, teamwork, stimulation, and opportunities to provide input on important decision-making processes.

While the results were largely positive and beneficial for the organization, a minority of employees expressed disagreement with some key aspects of the study. Although this represents a small percentage, it is significant enough to warrant attention. The manager should discuss with the individuals involved or hold a general meeting with the administrative staff. These conversations could provide the manager with the insights needed to address shortcomings in leadership and make improvements where necessary.

The findings of this study underscore the intricate relationship between organizational climate and job satisfaction, demonstrating their significant impact on organizational performance and employee well-being. These results align with the theories and insights presented in the introduction, offering a deeper understanding of how these variables influence workplace dynamics.

The study's results indicate that EPAPAR has successfully established a positive organizational climate characterized by supportive leadership, well-defined norms, and adequate resources. These findings corroborate Santana and Pérez-Rico (2023) assertion that organizational climate is a key determinant of job satisfaction, particularly in environments where labor dynamics affect employee productivity and well-being. The structured infrastructure and participative leadership identified in EPAPAR align with Balamurugan and Santhiya (2020) findings that a well-structured organizational climate enhances retention and reduces turnover.

Leadership styles emerged as a significant dimension influencing the organizational climate. The manager's transformational and democratic leadership approaches reflect Ahmad et al. (2018) perspective that leadership is critical in shaping employees' perceptions of their work environment. The inclusive decision-making observed in EPAPAR further validates Parker et al.'s (2003) findings that participative management fosters job satisfaction by empowering em-

ployees and creating a sense of ownership in organizational objectives.

The chi-square analysis revealed a statistically significant relationship between organizational climate and job satisfaction, supporting the theoretical framework outlined in the introduction. This finding aligns with Dorman and Zapf (2001) definition of job satisfaction as a mediating construct between workplace conditions and individual development. The positive results regarding employee motivation and satisfaction reinforce Nascimento and Brito (2020) conclusion that a positive organizational climate motivates employees to align their efforts with organizational goals.

Recognition and incentives were identified as key factors contributing to job satisfaction, consistent with Cameron and Quinn (2011) emphasis on the role of appreciation in maintaining employee morale and productivity. However, the study also highlighted areas of concern, such as discrepancies in perceptions of compensation adequacy and alignment between roles and professional qualifications. Addressing these disparities is crucial to enhancing overall satisfaction and performance.

The results highlight the manager's significant role in fostering a supportive organizational climate. The use of transformational leadership to encourage collaboration and participation aligns with Güney and Sahin (2021) assertion that improvements in organizational climate can significantly boost performance and satisfaction. Moreover, the manager's focus on inclusivity and communication supports Yamashake et al. (2021) argument that job satisfaction is critical to organizational health.

Despite the positive findings, the study identified some areas for improvement, such as addressing negative perceptions of pleasantness at work and ensuring alignment between roles and employees' professional training. These findings suggest that tailored strategies are needed to address individual differences, as highlighted by Ahmad et al. (2018).

Conclusions

Organizational climate and job satisfaction are essential for employee performance and trust within a company,

whether in the public or private sector. Since employees are the foundation of organizational processes, addressing their needs is crucial for development and goal achievement. A satisfied employee works with commitment, driving economic and professional benefits. Effective leadership that values and motivates staff is key to business growth. Studies at EPAPAR indicate a positive organizational climate and high job satisfaction, with a strong correlation between these variables. Manager Argenis Rodríguez stands out for his leadership, involving employees in decision-making. A good organizational climate enhances productivity, reduces turnover, and strengthens the company, improving client relationships and their perception of service quality.

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Conflicts of interest

The authors declare that they have no conflicts of interest.

Author contributions

Conceptualization: Aviléz, G. B., & Alarcón, J. V. **Data curation:** Aviléz, G. B. **Formal analysis:** Aviléz, G. B., & Alarcón, J. V. **Research:** Aviléz, G. B., & Alarcón, J. V. **Methodology:** Aviléz, G. B., & Alarcón, J. V. **Supervision:** Alarcón, J.V. **Validation:** Aviléz, G. B., & Alarcón, J. V. **Visualization:** Aviléz, G. B. **Writing the original draft:** Aviléz, G. B., & Alarcón, J. V. **Writing, review and editing:** Aviléz, G. B., & Alarcón, J. V.

Data availability statement

The datasets used and/or analyzed during the current study are available from the corresponding author on reasonable request.

Statement on the use of AI

The authors acknowledge the use of generative AI and AI-assisted technologies to improve the readability and clarity of the article.

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