

ORIGINAL ARTICLE

## Organizational Climate and Job Performance of Workers from the Huancavelica Province Municipality

### ABSTRACT

The purpose of this research paper is to determine whether organizational climate positively and significantly influenced the job performance of workers from the Huancavelica Province Municipality in 2019, in order to improve their quality of life and provide high-quality service to users from Huancavelica. This research is descriptive, quantitative, correlational, and non-experimental. The results obtained after applying the questionnaires meet validity and reliability standards. Analytic, synthetic, inductive, and deductive techniques were used. The research population consisted of 192 individuals; 53 individuals were selected through non-probability sampling, and classified according to similar occupations. Pearson's  $r$  was used to validate the results of the statistical analysis, resulting in positive and significant correlation with job performance. The coefficient of determination ( $r$ ) between both variables is 81.93% and the significance level ( $p$ ) is over 0.05. Therefore, the work environment in which employees grow and develop is a crucial factor to determine their performance, both positively and negatively.

**Keywords:** Organizational climate; job performance; human resources.

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## INTRODUCTION

Municipalidad Provincial de Huancavelica must fulfill its municipal duties efficiently and effectively. However, there are obstacles in the form of faulty physical, structural, social and behavioral environments of this organization, as well as the coordination of personal environments (such as the increase in job turnover) and cooperation between workers.

There are two main reasons to explain the ineffective management at this Municipality. First, the board management and human resources department hire non-qualified staff who do not evidence any professionalism or experience. Second, workers do not demonstrate any commitment to the development of this organization, which in turn worsens management problems.

Possible outcomes of leaving the organizational climate problem at Municipalidad Provincial de Huancavelica include: insufficient training, poor infrastructure condition, lack of maintenance, high complexity of labor issues, constant staff turnover, poor technical equipment, low quality service, and failure to comply with the expected management goals.

It is important for this institution to enjoy a suitable organizational climate, including the physical, structural, social, personal environments, as well as organizational behavior itself, so that the behavioral and cognitive elements of organizational climate may contribute to the long-term viability of the local government. One additional advantage is that strong management in this organization can guarantee the effective use of its resources.

To turn the Municipalidad Provincial de Huancavelica into a beneficial, profitable and harmonious entity, it is important for it to have suitable and modernized infrastructure for a globalized world, with the changes in the market, a new working style, high potential, intellectual capital, creativity and greater openness to change, the challenge of achieving greater productivity, and staff satisfied with their own and their colleagues' work.

It can be noted that an organization's organizational climate might impact its job performance. Therefore, it is important to ask how

organizational climate influences job performance at the Huancavelica Province Municipality.

## Objectives

To answer the above-mentioned question, the following research objectives have been proposed:

### *General Objective*

To determine whether organizational climate influenced the job performance of workers at the Huancavelica Province Municipality in 2019.

### *Specific Objectives*

- To determine the influence of the physical environment on the job performance of workers at the Municipalidad Provincial de Huancavelica in 2019.
- To determine the influence of the structural environment on the job performance of workers at the Municipalidad Provincial de Huancavelica in 2019.
- To demonstrate the influence of the social environment on the job performance of workers at the Municipalidad Provincial de Huancavelica in 2019.
- To determine the influence of the personal environment on the job performance of workers at the Municipalidad Provincial de Huancavelica in 2019.
- To demonstrate the influence of organizational behavior itself on the job performance of workers at the Municipalidad Provincial de Huancavelica in 2019.

## Argumentative review

This research will consider the relevant variables which will serve as the rationale for the theoretical framework.

### *Job performance*

It can be defined as the competencies, skills, experience, and performance of workers to carry out various activities in order to reach or achieve a goal for the benefit of an entity. The opinions of various authors are presented below for further precision:

Rodríguez (2008) defines job performance as:

The scores in job evaluations, ability shown during training (performance in training programs) and information on record such as wage tiers. From the test results, it can be noted that trustworthy individuals are reliable, careful, thorough, able to plan, well-organized, hard-working, persistent, and driven. (p. 98)

Alles (2006) states that:

Competencies, first it is necessary to have a competency-based job description; the other crucial element for a successful performance evaluation process is training the evaluators in the tool to be used, the competency-based interview, and the interviewers. (p. 93)

The results obtained by Palacios (2019) in his doctoral thesis. Organizational climate is positively and significantly correlated to job performance, with a 0.870 coefficient and 0.00 significance, which is below 0.05 and even 0.01. This demonstrates that the previously established correlation is true. As a consequence and conclusion, the null hypothesis is rejected and the alternative hypothesis is accepted. These results lead to the conclusion that the workers who answered the survey believed that both variables had high levels. Therefore, it is inferred that good organizational climate will favor good job performance.

According to López (2006), job performance "is directly measured and managed by productive organizations. However, when professionals are concerned, this assessment is more complex and difficult, especially when they practice their professions as freelancers, and are not hired by a company or institution" (p. 50).

For Chiavenato (2009), it is a systematic assessment of the performance of each individual in relation to the activities they perform, the goals and results they are to achieve, the competencies they display and their development potential.

It is important to mention the conclusion reached by Alles (2006) on the definition of performance evaluation:

To evaluate competency-based performance, first it is necessary to have a competency-based job description; the other crucial element for a successful performance evaluation process is training the evaluators in the tool to be used, the competency-based interview, and the interviewers. (p. 93)

### **Organizational climate**

Employees are comfortable in the organization where they work and the activities they perform. The opinions of several authors on organizational climate are presented below.

Chiavenato (2009) mentions that:

Morale results from organizational climate. Climate is the psychological and social environment of an organization, and conditions how its members behave. High morale results in a receptive, friendly, warm and pleasant climate, while low morale leads to a negative, unfriendly, cold and unpleasant climate. (p. 74)

Therefore, regardless of the environment (negative and/or positive) in which workers carry out their usual activities, organizational climate influences the entity's productivity.

Méndez (2005) states that each individual is reflected in the way they behave within their environment. To this end, the author states that the "definition of each author is determined by the way in which they each believe it originates, and the situations that determine it. In such regard, there are different ideas in relation to the origin of organizational climate" (p. 82).

Bustos *et al.* (2006), as cited in Rodríguez (2016), define organizational climate as:

The environment where an individual carries out their daily work, the treatment given by a superior to their subordinates, the relationship between the company's workers, and even the relationship with suppliers and clients.

These elements comprise what is known as organizational climate. (p. 46).

Robbins (2004) states that:

It is the continuous search for the improvement of an organization's environment so that it increases its productivity, without losing sight of the human resources. The organizational environment or climate, as an environment that includes the extrinsic and intrinsic factors of an organization, influences its members' performance within the organization, and shape the environment where the organization operates. (p. 215)

Ministerio de Salud (MINSa, 2009) indicates that it consists of the "perceptions shared by an organization's members with regard to their work, the physical environment where it is performed, the interpersonal relationships which develop around it, and the various formal regulations affecting such work" (p. 13).

Rodríguez (2008) mentions the dimensions of organizational climate:

Physical environment variables, such as physical space, noise, heat, pollution, premises, machinery, etc.

Structural variables such as organization size, formal structure, management style, etc.

Social environment variables, such as comradeship, conflicts between individuals or departments, communications, etc.

Personal variables, such as aptitudes, attitudes, motivations, expectations, etc.

Organizational behavior-related variables, such as productivity, absenteeism, turnover, work satisfaction, tensions, stress, etc. (p. 161)

## METHOD

A research method is defined as a set of logical and techno-operational procedures implicit to any research process, which are to be highlighted and systematized to enable the discovery

and analysis of the study assumptions and the reconstruction of data from conventionally operationalized theoretical concepts (Balestrini, 2006).

This research has a non-experimental design; that is to say, the variables were not manipulated in any way, and were studied in their natural environment. A cross-sectional cut was made in the data collected at a single point in time due to their volume. This research is correlational because the relationship between the variables was examined (Hernández *et al.*, 2014).

This research adopted a quantitative approach, characterized by data collection, numerical measures, and the statistical analysis of variables to determine and then test the behavior models (Hernández *et al.*, 2014).

The population comprised 192 workers. Non-probability sampling was used, classified by similar occupations, and intentionally selected in a proportional manner. This resulted in a sample of 53 workers. Hernández *et al.* (2014) explains that "the sample is a subgroup of the relevant population whose data will be collected. It has to be accurately defined and delimited in advance, and it has to be representative of the population" (p. 172).

The unit of analysis comprised the workers at various departments of the Province Municipality. The data collection technique was an interview. The instruments were two questionnaires that measured each of the research variables. Both instruments were validated by expert judgment, with a 80% rating. Reliability was measured through Cronbach's alpha, resulting in a value of 0.804 which indicates high reliability.

## RESULTS

Table 1 shows the socio-demographic characteristics of the workers at Municipalidad Provincial de Huancavelica. It can be noted that most workers are male (64.2%), while only 35.8% are female. Age distribution is almost uniform for age groups 20-30 years (28.3%), 30-40 years (26.4%), 40-50 years (17%), and 50-60 years (28.3%) Regarding educational

level, most workers are university graduates (83%), while 17% are not university graduates.

The organizational climate level at Municipalidad Provincial de Huancavelica is perceived by 60.4% of workers as high, by 26.4% as medium, and by 13.2% of them as low. The physical environment level is perceived by 60.4% of workers as high, by 17% as medium, and by 22.6% as low. The structural environment level is perceived by 37.7% of workers as high, by 35.9% as medium, and by 26.4% as low. The social environment level is perceived by 22.6% of workers as high, by 22.6% as medium, and by 15.1% as low. The personal environment level is perceived by 41.5% of workers as high, by 32.1% as medium, and by 26.4% as low. Finally, the organizational behavior own environment is perceived by 37.7% of workers as high, by 35.9% as medium, and by 26.4% as low (see Figure 1).

high, by 35.9% as medium, and by 26.4% as low. The social environment level is perceived by 62.3% of workers as high, by 22.6% as medium, and by 15.1% as low. The personal environment level is perceived by 1.5% of workers as high, by 32.1% as medium, and by 26.4% as low. Finally, the organizational behavior own environment is perceived by 37.7% of workers as high, by 35.9% as medium, and by 26.4% as low (see Figure 1).

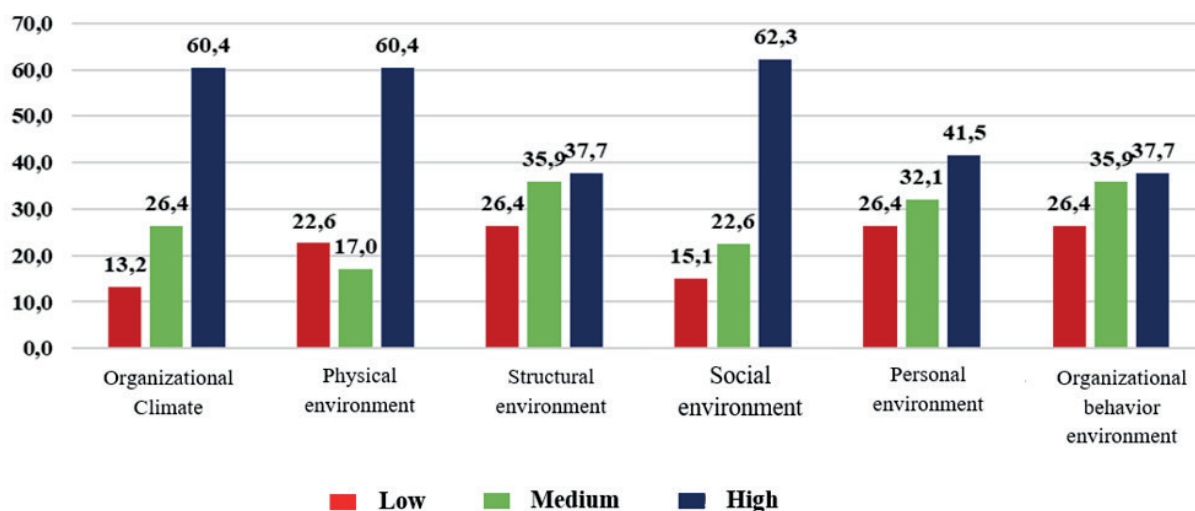
**Table 1**  
Socio-demographic Data

Sex	Frequency	Percentage
Female	19	35.8%
Male	34	64.2%
Total	53	100.0%
Educational Level	Frequency	Percentage
No university	9	17.0%
University	44	83.0%
Total	53	100.0%
Age	Frequency	Percentage
20-30 years	15	28.3%
30-40 years	14	26.4%
40-50 years	9	17.0%
50-60 years	15	28.3%
<b>Total</b>	<b>53</b>	<b>100.0%</b>

Note. Prepared by the author, 2023.

**Figure 1**

Organizational climate and its dimensions



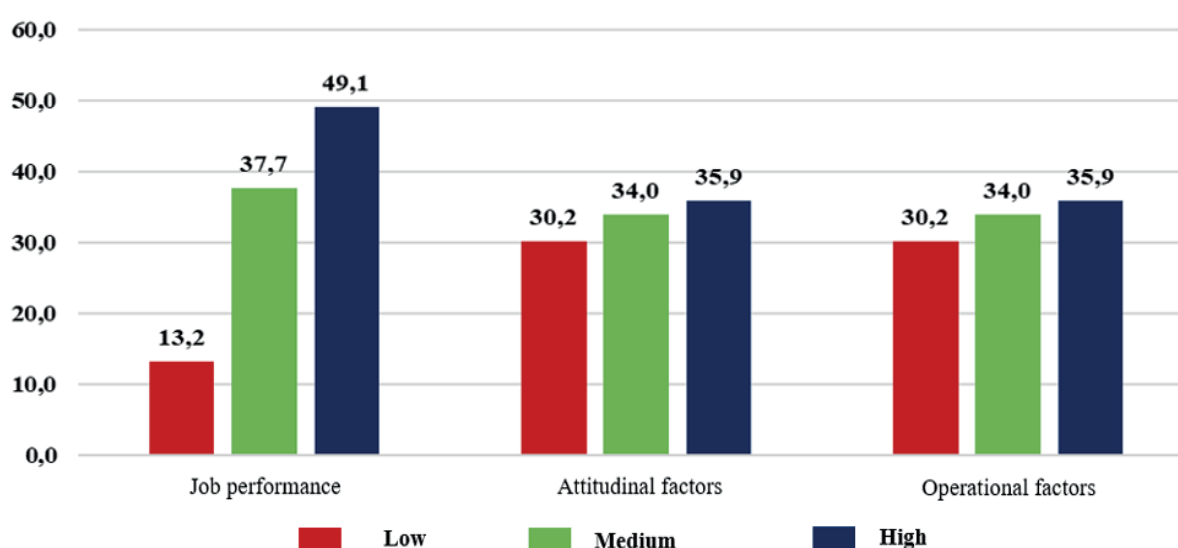
Note. Prepared by the author, 2023.

The job performance level and its dimensions are seen in Figure 2, where 49.1% of workers perceive a high level, 37.7% perceive a medium level, and 13.2% perceive a low level. Attitudinal factors are perceived by 35.9% of workers as high, by 34% as medium, and by 30.2% as low. Similarly, operational factors are perceived by 35.9% of workers as high, by 34% as medium, and by 30.2% as low.

Inferential statistics results are shown in Table 2. These indicate that, in the general hypothesis, the degree of influence of organizational climate on job performance is 67%, which is statistically significant with  $p=0.000$ , a high degree of positive correlation at  $r=0.819$ , and with  $R^2=0.67$ . Similarly, in the specific hypothesis 1, the degree of influence of physical environment on job performance is 37.6%,

Figure 2

Job performance and its dimensions



Note. Prepared by the author, 2023.

Table 2

Inferential statistics results

Hypothesis	Significance p value	Degree of correlation Pearson's r	Degree of influence R2
<b>General hypothesis:</b> Organizational climate significantly influenced the job performance of Huancavelica Province Municipality workers in 2019.	0.000	0.819	0.67
<b>Specific hypothesis 1:</b> Physical environment significantly influenced the job performance of Huancavelica Province Municipality workers in 2019.	0.000	0.614	0.376
<b>Specific hypothesis 2:</b> Structural environment significantly influenced the job performance of Huancavelica Province Municipality workers in 2019.	0.000	0.472	0.223
Specific hypothesis 3: Social environment significantly influenced the job performance of Huancavelica Province Municipality workers in 2019.	0.000	0.731	0.534
Specific hypothesis 4: Personal environment significantly influenced the job performance of Huancavelica Province Municipality workers in 2019.	0.000	0.647	0.418
Specific hypothesis 5: Organizational behavior environment significantly influenced the job performance of Huancavelica Province Municipality workers in 2019.	0.000	0.791	0.625

Note. Prepared by the author, 2023.

which is statistically significant with  $p=0.000$ , with a moderate degree of correlation at  $r=0.614$  and  $R^2=0.376$ . In the specific hypothesis 2, the structural environment has a degree of influence of 22.3% on job performance, being statistically significant with  $p=0.000$ , with a moderate degree of correlation at  $r=0.472$  and  $R^2=0.223$ . In the specific hypothesis 3, the social environment has a degree of influence of 53.4% on job performance, being statistically significant with  $p=0.000$ , with a high degree of correlation at  $r=0.731$  and  $R^2=0.534$ . In the specific hypothesis 4, the personal environment has a degree of influence of 41.8% on job performance, being statistically significant with  $p=0.000$ , with a moderate degree of correlation at  $r=0.647$  and  $R^2=0.418$ . In the specific hypothesis 5, the organizational behavior environment has a degree of influence of 62.5% on job performance, being statistically significant with  $p=0.000$ , with a high degree of correlation at  $r=0.791$  and  $R^2=0.625$ .

## **DISCUSSION**

With regard to the first objective, it has been found that the organizational climate significantly influences the job performance of Municipalidad Provincial de Huancavelica workers, with a degree of influence of 67% and showing a high correlation with  $r=0.819$ . The correlation is direct and positive, which means that both variables are directly proportional. This is to say, if the organizational climate variable increases or decreases, the job performance variable will show the same behavior in a proportional manner. This result reflects the findings of Rivas (2009), who studied the job satisfaction and job performance of teachers in a school from Montemorelos, Mexico. He concluded that the degree of job satisfaction had a significant and direct correlation with the job performance level of teachers. These results suggest that, the higher degree of satisfaction, the better job performance of teachers. It also suggests that, if job satisfaction decreases, so does job performance. Likewise, Palacios (2019) concluded that organizational climate is positively and significantly correlated, with  $r=0.870$ , which indicates that good organizational climate favors job performance.

With regard to the specific objectives, physical environment influence on job performance is measured at 37.6%, structural environment influence is 22.3%, social environment influence is 53.4%, personal environment influence is 41.8%, and organizational behavior environment influence is 62.5%. All these degrees of influence are statistically significant, which is reflected by theory. According to Rodríguez (2008), organizational climate is focused on the internal environment variables affecting the behavior of individuals within the organization by means of their individual perceptions of the variables addressed.

Regarding the specific objectives, the following factors influence job performance: physical environment (37.2%), structural environment (22.3%), social environment (53.4%), personal environment (41.8%), and organizational behavior environment (62.5%). All these factors have been shown to have a significant impact on job performance, which is consistent with the theory because, as Rodríguez (2008) explains, organizational climate is focused on the internal environment variables affecting the behavior of workers by means of their unique individual perceptions of these factors.

## **CONCLUSIONS**

- In general terms, organizational climate significantly influenced the job performance of Municipalidad Provincial de Huancavelica workers in 2019, with a degree of influence of 67%, and a degree of positive correlation of  $r=0.819$ .
- Physical environment significantly influenced the job performance of Municipalidad Provincial de Huancavelica workers in 2019, with a degree of influence of 37.6%, and a degree of positive correlation of  $r=0.614$ .
- Structural environment significantly influenced the job performance of Municipalidad Provincial de Huancavelica workers in 2019, with a degree of influence of 22.3%, and a degree of positive correlation of  $r=0.472$ .
- Social environment significantly influenced the job performance of Municipalidad Provincial de Huancavelica workers in 2019,

with a degree of influence of 41.8%, and a degree of positive correlation of  $r=0.648$ .

- Personal environment significantly influenced the job performance of Municipalidad Provincial de Huancavelica workers in 2019, with a degree of influence of 41.8%, and a degree of positive correlation of  $r=0.819$ .
- Organizational behavior environment significantly influenced the job performance of Municipalidad Provincial de Huancavelica workers in 2019, with a degree of influence of 62.5%, and a degree of positive correlation of  $r=0.791$ .

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### Competing interests

The author declares that there is no conflict of interest.

### Authors' Contribution

Naida Gladys De La Cruz Quispe (lead author): Conceptualization, data curation, formal analysis, research, methodology, project administration, validation, visualization, writing (original, revision and edition).