

## ORIGINAL ARTICLE

# The work environment and its influence on the productivity of employees at a beach club in Asia, Cañete

### ABSTRACT

This study, conducted in 2022 at Club Las Palmas, located in Asia, Cañete, aimed to analyze the influence of the work environment on employee productivity. To do so, a non-experimental correlational-descriptive design was used, with a quantitative approach. The research included a sample of 65 employees, who were administered structured questionnaires composed of 12 Likert-scale items, designed to evaluate key aspects such as the work environment, employee engagement, and teamwork. These instruments were validated by experts, obtaining a Cronbach's alpha coefficient of 0.943, which supports the high reliability of the data collected. Data analysis was performed using Spearman's correlation coefficient, which yielded a result of  $Rho = 0.874$  with a significance level of  $p = 0.000$  ( $p < 0.05$ ), demonstrating a significant relationship between the work environment and productivity. Furthermore, the results highlight that a positive work environment is closely linked to increased productivity. These findings underscore the importance of implementing measures that promote employee well-being, aligning it with organizational results. Furthermore, the study provides a solid foundation for future research aimed at improving human resource management in clubs and related organizations.

**Keywords:** work environment; productivity; employees; beach club.

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## INTRODUCTION

Private clubs, such as Club Las Palmas in Asia, Cañete, are non-profit civil associations whose main objective is to promote social, cultural, sports, and recreational activities. Their core purpose is to offer their members a space for recreation, social interaction, and fellowship. In achieving these goals, effective member service is prioritized over obtaining economic benefits, as established by Peruvian tax legislation (Decreto Supremo N.º 054-99-EF, 1999). However, the COVID-19 pandemic significantly impacted the operations of these clubs, reducing their income and jeopardizing their economic sustainability (Decreto Supremo N.º 083-2021-PCM, 2021). This scenario highlights the need to strengthen internal structures, with special attention to employee satisfaction and performance.

Employee actions have a direct impact on the members' experience and, consequently, on the club's image and reputation. Employee job dissatisfaction has translated into poor service, generating complaints addressed to management and the Board of Directors. Therefore, it is of great importance to analyze how the work environment influences employee productivity, especially in recreational clubs, where services are the main product.

In this context, the central question of this research arises: "To what extent does the corporate environment influence the quality of work of employees in recreational clubs?" The study aims to find a solution to this problem, based on the premise that if employees are satisfied, member service and the club's operation will be guaranteed.

The work environment, like organizational culture, has a significant impact on the effectiveness of any company. According to Celi (2023), team members' self-efficacy increases when they operate in a positive work environment, where trust and respect are valued, and strong relationships are established. Similarly, Pintado (2011) points out that the environment in which employees work influences their level of commitment and performance.

It is essential to evaluate how aspects of the work environment, such as the work environment, team collaboration, and participation,

impact organizational performance. The specific focus of this research is to demonstrate that the productivity of Club Las Palmas employees is influenced by the work environment. It also seeks to propose actions that promote a healthy organizational climate, in order to provide quality service to members while keeping employees motivated and satisfied. Improving the work environment not only represents a competitive advantage for recreational organizations, but is also crucial to their survival in an increasingly challenging environment.

The work environment in institutions directly influences the performance and quality of the services they offer. Delgado (2023) argues that efficient human talent management drives better job performance, especially when skills are reinforced and motivational strategies are applied. Similarly, Tobar (2024) highlights that effective communication and employee participation within the organization contribute to improving its performance. Furthermore, Reina and Macías (2024) identified a direct relationship between the organizational climate and service quality, demonstrating that a positive work environment benefits both employees and the citizen experience. Together, these studies confirm that strengthening the work environment is key to increasing productivity and optimizing efficiency in the provision of public services.

## Definition of work environment

The work environment is directly related to employee well-being, establishing a set of interactions between the culture and structure of the organization, as well as with the subjective perception of workers. An employee's well-being encompasses both their situation inside and outside the company, while their perception of the work environment acts as the link that connects these two areas, not only as a reflection, but as one of the main determinants of effective performance. Members of an organization internalize their relationship with the workplace, thereby revealing their identity, values, attitudes, and even emotions. Thus, the most engaged workers will perceive their jobs as rewarding. This positive perception, in turn, will lead to greater productivity, as desired results become self-achievable. In this sense, the

work environment is fundamental to achieving organizational objectives and fostering employee motivation.

Given its importance in the workplace, Jesús (2016) describes the work environment as one of the most relevant factors today, stating that “la ventaja competitiva de las empresas reside en el capital humano. Es necesario gestionar el clima laboral para que los trabajadores puedan contribuir activa y libremente a su propio desarrollo” [the competitive advantage of companies lies in human capital. It is necessary to manage the work environment so that workers can actively and freely contribute to their own development] (p. 6). Likewise, Thakur *et al.* (2022) support the importance of innovation in the workplace to increase organizational performance.

The various strategies that organizations implement to improve workplace well-being allow employees to perform in a professional environment based on trust and respect (Mubarak, 2023).

A productive work environment directly affects how engaged employees feel within an organization. For Giraudier (2004), effective work environment management must include tools to enhance positive relationships while minimizing conflicts to foster better collaboration among staff. However, Olaz and Ortiz (2022) emphasize the need to diagnose and develop the organizational climate so that concrete measures can be taken to improve team performance and increase employee engagement. Particularly in this case, proper work environment management increases operational efficiency and helps improve staff well-being, motivation, and, consequently, the company's competitiveness.

Organizational members engage in a variety of human interactions related to individual and group behaviors, work dynamics, and the organization's physical environment, all of which influence employee productivity. These elements not only affect the organization's daily productivity level but also its achievement of established goals. A work environment that fosters collaboration, efficiency, and respect can contribute to achieving long-term goals while promoting a healthier and more favorable

environment for everyone (Camac & Huayanca, 2023).

According to Pintado (2011), the organizational climate defines a company's personality, and its maturity is reflected in its corporate culture. The author points out that the direct or indirect way in which employees interpret the characteristics of the space where they work influences their experience. These perceptions generate an impact on the organization that affects factors such as motivation, job performance, and other key aspects.

### **Definition of productivity**

Gómez-Mejía *et al.* (2016) define productivity as follows:

La productividad se refiere a la proporción entre los bienes y servicios generados y los recursos empleados durante su elaboración, evaluando la eficacia en la utilización de estos insumos. Este término es esencial en la gestión organizacional, ya que facilita el análisis del desempeño de los recursos y el diseño de estrategias para maximizar su eficiencia (p. 102). [Productivity refers to the ratio of goods and services generated and the resources used in their production, assessing the effectiveness of these inputs. This term is essential in organizational management, as it facilitates the analysis of resource performance and the design of strategies to maximize their efficiency (p. 102)].

For their part, Koontz and Weihrich (2012) point out that productivity is an organization's ability to efficiently employ its resources to achieve established objectives. This concept encompasses not only the quantity of products or services generated, but also the way in which inputs are managed to maximize the value obtained. Thus, productivity implies a balance between the performance achieved and the resources used, highlighting the need to optimize processes to achieve sustainable and competitive organizational performance.

To support this study, we draw on recent academic literature. López Sánchez and Castiblanco Melo (2021) highlight the importance of

strategies such as raising employee awareness about productivity assessments, implementing incentives for high-performing individuals, and developing skills to improve efficiency. Similarly, Oteyza (2023) emphasizes the importance of evaluating workplace training programs to improve participants' perceptions of the effectiveness of such initiatives.

Recent research has addressed the relationship between work environment and productivity. For example, Kaur (2018) explored how employees' emotional competencies influence their performance, while Bustamante (2023) examined the influence of organizational climate on productivity, showing that aspects such as efficiency and effectiveness are deeply connected to working conditions. Zimmerman (2022), for his part, highlighted the importance of technology and transparency in remote revenue cycle management to improve performance.

Despite advances in understanding the relationship between work environment and productivity, there are gaps in the current literature. For example, Norouzianpour (2020) points to the need to address occupational stress through architectural design, while Morrissey *et al.* (2021) highlight the importance of workplace safety strategies to protect employees. These gaps justify the relevance of this study, which aims to improve working life and propose specific strategies for the Las Palmas Beach Club, thus addressing these deficiencies.

An employee's performance is closely related to working conditions, social environment, and educational level, among other factors. However, factors such as a lack of adequate tools, low salaries, frequent leaves of absence, and demotivated staff can negatively impact an organization's productivity (Dávila *et al.*, 2021).

The main objective of this research paper is to propose effective strategies for improving the work environment at the Las Palmas Beach Club, in order to boost employee productivity. By identifying areas for improvement and designing and implementing specific strategies, we seek to contribute to existing knowledge and offer practical solutions for improving work performance in this specific context.

In today's business environment, great importance is placed on the work environment, as a good work environment is considered to foster a sense of belonging among employees. When employees perceive that their work has a purpose beyond simply generating profits for the company, their commitment increases significantly. According to De Castro *et al.* (2020), they explain that the work environment is understood as the setting in which employees perform their duties, which is influenced by organizational and social factors. Its quality directly impacts employee satisfaction, which in turn contributes to improving their performance and productivity within the organization.

Business productivity is influenced by various factors. According to Haro (2021), the size of a company impacts its performance, favoring those with greater access to resources. Laines *et al.* (2021) highlight that developing skills such as communication and time management improves work efficiency, especially in remote environments. Escalante (2021) indicates that implementing a line balancing model allows tasks to be distributed equitably across a production line, reducing wait times and improving operational efficiency. These studies suggest that combining talent management, technological innovation, and process improvement is key to increasing productivity.

It is important to highlight that this research contributes to knowledge in the field of management science by demonstrating that a positive work environment can improve the productivity of club employees. Conversely, a poor work environment tends to generate conflict and hinders the achievement of goals. The findings of this study will provide a valuable basis for future research on the work environment in clubs and similar settings.

A company's performance and productivity depend on the proper management of its human resources department and the well-being of its employees. The 5S method can improve internal organization, but its effectiveness depends on the level of employee motivation and commitment (Moran & Chávez, 2022). Likewise, motivational factors such as job satisfaction have a corresponding effect on productivity, meaning that creating recreational spaces,



such as a comfortable area for relaxation, can greatly facilitate the overall goal of a suitable work environment and stress reduction (Cabanilla Guerra *et al.*, 2022). Furthermore, effective human capital management not only improves internal processes but also increases company productivity by integrating employee well-being with organizational objectives (Díaz & Toscano, 2022).

Furthermore, this research is relevant because, in the academic field, there are few studies on recreational and leisure clubs that address the variables analyzed in this paper. Therefore, the results obtained will be very useful and may help rethink service quality to meet the expectations of members and management.

Consequently, and as discussed in the preceding paragraphs, the objective of this paper is to identify the importance of the work environment and its relationship to productivity in recreational and leisure organizations. In this regard, Pintado (2011) states that “debemos ser conscientes y constantes en nuestra preparación para asumir y llevar por buen camino una dinámica grupal y trabajo en equipo” [we must be conscious and consistent in our preparation to undertake and successfully implement group dynamics and teamwork] (p. 341).

Pintado's opinion is correct, as listening to the group, understanding their concerns, and assigning them their own projects are concrete ways to develop teamwork activities. These actions encourage the exchange of experiences, stimulate socialization, and enhance the creativity of collaborators.

Based on the above, the objective of the research presented in this paper focuses on analyzing how the work environment significantly impacts the productivity of beach club employees. Furthermore, it aims to examine the relationship between the different dimensions of the work environment, such as the working atmosphere, employee engagement, and teamwork, and their effect on the dependent variable, which is productivity.

## METHOD

The study employed an applied quantitative approach, with a non-experimental correlational-descriptive cross-sectional design. Under

this design, the variables were measured at a specific point in time without the need for alteration or intervention, allowing for analysis of the relationships between them. This approach was ideal for identifying correlations between work environment and productivity (Hernández *et al.*, 2014). Such designs are highly practical in business settings, as they allow for obtaining valid and reliable information without disrupting staff members' daily activities.

The study participants consisted of 65 employees of the Las Palmas Beach Club, representing areas such as maintenance, administration, gardening, and security. Given the small number of subjects, it was decided to conduct a complete census, including all employees in the research. This strategy eliminated potential bias in sample selection and ensured that all relevant perspectives were captured, especially in environments where work dynamics and perceptions of the climate are known to vary by area (Arias, 2006).

Working with the entire population not only allowed for a comprehensive view of the impact of workplace culture, but also ensured greater precision and depth in the analysis, accurately reflecting the club's internal dynamics.

Two structured questionnaires were used as the main tools for data collection:

- **Work Environment and Productivity Index Questionnaire:** This instrument assessed three key dimensions of the workplace climate: work environment, employee engagement, and teamwork. It consisted of 12 items designed to capture employees' most relevant perceptions of these dimensions.
- **Productivity Questionnaire:** This questionnaire, also composed of 12 items, focused on measuring employees' efficiency, effectiveness, and interpersonal relationships. Its main objective was to determine the relationship between perceived work environment and employee performance.

Both instruments were developed after a thorough review of the available literature and

adapted to fit the specific context of the Las Palmas Beach Club. They were subsequently evaluated by research experts with extensive experience in methodology, who analyzed the items' clarity, relevance, and appropriateness in relation to the study objectives. This process, along with an assessment of content validity, ensured that the questionnaires were appropriate for the research and accurately measured the intended variables.

The reliability of the instruments was verified using Cronbach's Alpha coefficient, obtaining a value of 0.943, which demonstrates high internal consistency and reinforces the methodological soundness of the study.

The surveys were conducted in coordination with the club's administration, scheduling meetings that would not interfere with daily activities. Employee participation was voluntary, and informed consent was obtained from each participant. Ethical measures such as data confidentiality and anonymity were also implemented, ensuring a high level of trust during data collection.

The collected data were initially organized in Microsoft Excel to facilitate structuring. They were subsequently processed using SPSS version 26, where the following analyses were performed:

- **Reliability analysis:** Using Cronbach's Alpha coefficient, the internal consistency of the instruments was examined.
- **Normality tests:** The distribution of the data was studied to verify compliance with the necessary statistical requirements.
- **Spearman's Rank Correlation Coefficient:** This analysis was performed to determine statistically significant relationships between work environment and productivity levels. The result showed a Rho value of 0.874 with a significance level of  $p = 0.000$  ( $p < 0.05$ ), indicating a strong positive correlation between the two variables.

A detailed analysis of the data ensured the accuracy and veracity of the results, allowing us

to explain the impact of the work environment on productivity at the Las Palmas Beach Club. The combination of a robust methodological design, validated instruments, and a thorough analysis makes the findings of this study significant and potentially applicable beyond the organization analyzed.

## RESULTS

According to research conducted in 2022 at Las Palmas Club, located in Asia, Cañete, it was determined that the work environment has a significant impact on employee productivity. Statistical analysis yielded a Pearson Chi-square value of 118.972, with a significance level of 0.000. This result indicates that the observed relationship between the variables is not due to chance, but rather that there is a positive and statistically significant association between the work environment and productivity.

The Chi-square test is used to assess the independence between categorical variables, and in this case, it confirmed that the work climate dimensions are directly related to job performance. For further details, please refer to Table 1, which shows the specific results of this analysis.

The Spearman coefficient is a statistical measure that evaluates the strength and direction of the relationship between two ordinal or interval variables, taking into account their classification or rank. In this study, the coefficient between work environment and productivity was  $\rho = 0.874$ , indicating a very high positive correlation. This result suggests that as employees perceive a more favorable work environment, their productivity increases significantly. This finding underscores that a positive work environment not only contributes to improved employee satisfaction and well-being but also stands as a key factor in optimizing organizational performance and achieving greater levels of efficiency at Las Palmas Club. (For more details, see Table 2.)

The work environment was assessed using a 24-question instrument divided into three main dimensions: work environment, work engagement, and teamwork. Similarly, productivity was measured through three dimensions: efficiency, effectiveness, and interpersonal

relationships. Responses were recorded on a Likert scale of 1 to 5, where 1 represents “strongly disagree” and 5 represents “strongly agree.”

Before administering the questionnaires, validation was performed using Cronbach’s alpha coefficient, yielding a value of 0.943, which demonstrates high reliability and internal consistency of the items. (For further details, see Table 3).

The descriptive analysis revealed significant variations in the perception of the work environment according to age, seniority and work areas:

- **By age:** Employees under 30 years of age showed a more favorable perception of the work environment compared to those over 50 years of age.
- **By seniority:** Employees with more than 5 years at the club highlighted greater satisfaction with work involvement, while newer employees perceived greater challenges in this dimension.

- **By work areas:** Employees in the maintenance area reported a lower average score in teamwork compared to those in the administrative area.

### Detailed Results by Dimension

- **Work environment:** The Chi-square analysis yielded a value of 63.489, along with a Spearman coefficient of  $\rho = 0.874$ , indicating a very strong positive correlation between the work environment and productivity. Approximately 35.5% of respondents considered the work environment to be “very good,” and of these, 80% stated that this improves their productivity. This highlights that promoting favorable working conditions is key to ensuring high-performing workers.
- **Employee Engagement:** The results showed a Chi-square value of 63.054 and a Spearman coefficient of  $\rho = 0.756$ , indicating a strong positive correlation

**Table 1**  
*Chi-square table*

	Value	df	Asymptotic Significance (two-tailed)
Pearson's Chi-square	118.972 <sup>a</sup>	16	0.000
Likelihood ratio	102.723	16	0.000
Linear-by-linear association	48.196	1	0.000
Number of valid cases	62		

Note. <sup>a</sup> 22 cells (88.0%) have an expected count of less than 5. The minimum expected count is .19.

**Table 2**  
*Spearman calculation*

		Work Environment Consolidation	Productivity Variable Consolidation
<b>Spearman's Rho</b>	Work Environment Consolidation	Correlation coefficient	.874 **
		Sig. (two-tailed)	0.000
		N	62
	Productivity Variable Consolidation	Correlation coefficient	.874 **
		Sig. (two-tailed)	0.000
		N	62

Note. \*\*. The correlation is significant at the 0.01 level (two-tailed).

**Table 3**  
*Reliability statistics of the instrument*

Cronbach's alpha	Number of elements
.943	24

Note. Prepared by the authors.

between employee engagement and productivity. 45.2% of employees rated their engagement as “very high,” highlighting that their dedication and participation are critical to the performance of their duties.

- **Teamwork:** Statistical analysis yielded a Chi-square value of 83.910, with a Spearman coefficient of  $\rho = 0.784$ , reflecting a strong positive correlation between teamwork and productivity. Approximately 45.2% of surveyed employees rated this dimension as “very high,” highlighting the importance of teamwork and its impact on increasing productivity levels within the organization.

For further details, see Table 4.

## Scatter plot

The scatter plot illustrates the relationship between work environment (X-axis) and productivity (Y-axis) at Las Palmas Club. Each point represents individual employee scores, while the trend line shows the direction and strength of the association between the two variables.

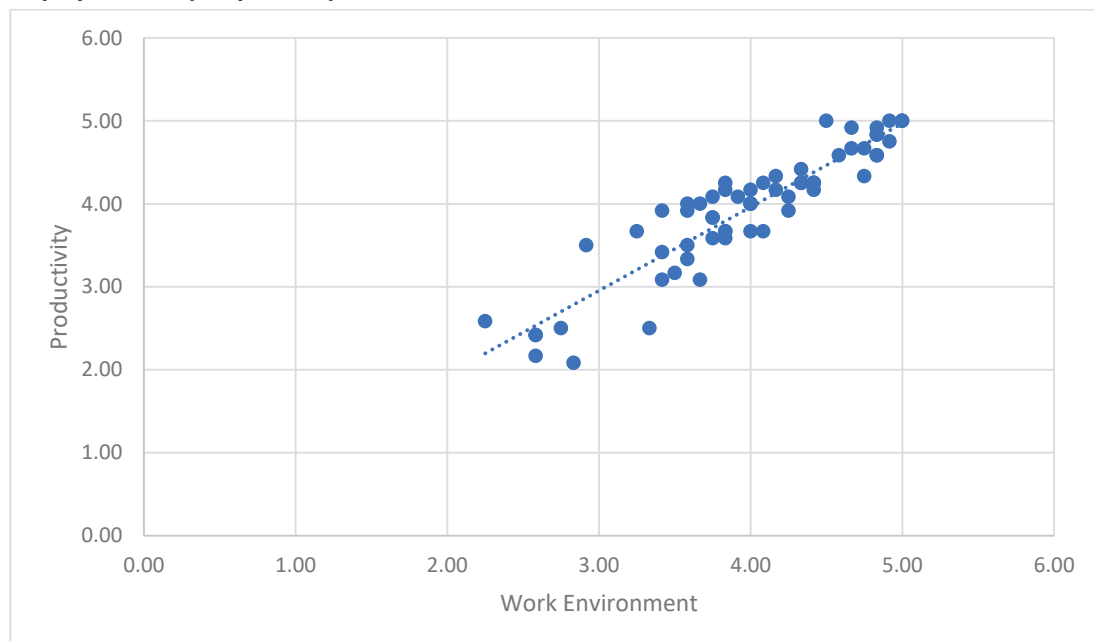
The linear fit suggests a significant positive correlation, indicating that as the work environment improves (higher values on the X-axis), so does employee productivity (higher values on the Y-axis). The coefficient of determination ( $R^2 = 0.842$ ) indicates that 84.2% of the variability in productivity can be attributed to the work environment. This result reinforces the conclusion that employees who perform their jobs in a favorable work environment tend to achieve higher performance. (See Figure 1).

**Table 4**  
*Testing of specific hypotheses*

Specific Hypotheses	Chi2	Spearman
Work Environment/Productivity	63,489 <sup>a</sup>	.874 <sup>**</sup>
Workplace Engagement/Productivity	63,054 <sup>to</sup>	.756 <sup>**</sup>
Teamwork/Productivity	83,910 <sup>a</sup>	.784 <sup>**</sup>

*Note.* a. 22 cells (88.0%) have an expected a count of less than 5. The minimum expected count is .15. \*\*. The correlation is significant at the 0.01 level (two-tailed). Prepared by the authors.

**Figure 1**  
*Simple productivity dispersion by work environment*





Overall, the results demonstrate that a positive work environment is an essential factor for employee performance. The three aspects analyzed—work environment, work engagement, and teamwork—had a significant influence on organizational performance. These findings support the importance of designing work environments that foster employee motivation, commitment, and collaboration.

## DISCUSSION

The research findings corroborated the existence of a significant relationship between the work environment and productivity at the Las Palmas Beach Club, Asia, in 2022. Furthermore, a high positive correlation was observed between both variables ( $\rho = 0.874$ ,  $p < 0.05$ ), indicating that factors such as work environment, employee engagement, and teamwork directly influence employee performance. These results confirm the hypothesis of a strong and positive relationship between organizational productivity and a favorable work environment.

These findings are in line with previous research. For example, Pintado (2011) points out that, in an unfavorable organizational climate, management becomes more complex and employee engagement decreases. Pilligua and Arteaga (2019) and Leturia (2020) highlight the importance of effective endomarketing strategies and a positive work environment to improve employee performance. Likewise, López Sánchez and Castiblanco Melo (2021) affirm that professional development positively impacts employee satisfaction and productivity. This study complements these statements by demonstrating that the work environment significantly influences the commitment and effectiveness of Las Palmas Club employees.

Likewise, Amaya *et al.* (2021) indicate that work-related stress affects emotional stability and performance, while Barboza *et al.* (2023) emphasize that a positive organizational environment strengthens efficiency and commitment. Both studies conclude that proper management of the work environment is key to improving organizational performance.

From a theoretical perspective, these results are consistent with organizational models that propose a direct connection between

work climate and performance. Organizational well-being theory argues that factors such as recognition, autonomy, and mutual support are key determinants in creating a conducive work environment (Rodríguez *et al.*, 2020). Furthermore, the findings support the conclusions of Tinoco (2023) and Dávila *et al.* (2021), who found that job satisfaction and the perception of organizational support are essential factors in increasing productivity.

Ongoing employee training in any company is a key factor in organizational productivity. Díaz and Quintana (2021) point out that a positive work environment with appropriate motivation and retention strategies improves employee performance. Obando (2020) emphasizes that ongoing training strengthens staff efficiency and commitment, boosting business competitiveness. Both studies conclude that investing in human talent not only optimizes individual productivity but also ensures sustainable organizational growth.

Based on this scientific evidence, the following programs and actions are proposed to enrich the organizational climate at Las Palmas Club:

- **Workplace wellness programs:** Include recreational and team-building activities as a means of strengthening social relationships among employees, fostering an environment of trust and collaboration.
- **Training and professional growth:** Offer workshops focused on developing interpersonal and work skills that improve individual and collective performance, contributing to the professional growth of employees.
- **Evaluation and Rewards:** Implement a reward management system that recognizes and promotes employee achievements, encouraging high performance and motivation.
- **Improve internal communication:** Establish effective mechanisms to collect and address employee feedback and recommendations, ensuring they feel valued and heard.

These strategies will not only benefit Las Palmas Club, but are also applicable to other recreational organizations seeking to improve their productivity by strengthening the work environment.

Although this study provides valuable evidence, it has certain limitations that should be considered:

- **Sample size:** The research was conducted with a census population of 65 employees, which could limit the generalization of the results to larger organizations.
- **Reliance on self-reports:** Data were based on employee perceptions, which could introduce biases related to subjectivity.
- **Cross-sectional design:** Since data is collected at a single point in time, it is not possible to establish causal relationships between work environment and productivity.

To enrich this field of study, the following lines of research are suggested:

- **Longitudinal studies:** Analyze how the work environment gradually influences productivity over time.
- **Specific interventions:** Design and evaluate interventions aimed at improving the work environment in recreational clubs and measure their impact on employee performance.
- **Analysis in other environments:** Expand the study to include other sectors, such as sports clubs and cultural associations, in order to compare results and obtain more generalizable conclusions.

In summary, the findings of this study highlight the critical importance of the work environment for productivity. The results indicate the need to invest in organizational initiatives that improve employee well-being, which will have positive implications for job satisfaction and organizational performance. These measures will not only promote employee well-being and the success of Las Palmas Club, but will

also provide a replicable model for similar organizations.

## CONCLUSIONS

In conclusion, the results of this research reveal a strong positive relationship between the work environment and employee productivity at Las Palmas Club in Asia, Cañete. The findings confirm the validity of the main hypothesis and align with previous research in this area. Specifically, a more positive work environment is closely associated with higher performance and productivity among club employees. This link highlights the importance of cultivating a supportive work environment as a key strategy for optimizing employee satisfaction and organizational performance.

In detail, the results highlight that the work environment exerts a significant influence on productivity, as evidenced by the Spearman coefficient of 0.874, which represents a considerable positive correlation. Likewise, work engagement, with a coefficient of 0.756, and teamwork, with a coefficient of 0.784, were identified as key dimensions that directly impact productive results. These statistical values reflect the relevance of these variables in the club's work dynamics.

Furthermore, it was observed that employees who perceive a positive work environment exhibit higher levels of motivation, commitment, and efficiency in their daily activities. This translates into a direct impact on organizational results, reinforcing the importance of establishing policies and programs that prioritize continuous improvement of the work environment. The dimensions evaluated in this study, such as work environment, engagement, and teamwork, are not only decisive for productivity but also contribute to strengthening interpersonal relationships and employees' sense of belonging to the organization.

Based on the findings, the following strategies are proposed to improve the work environment and, consequently, productivity:

- **Comprehensive wellness programs:** Implement activities that promote physical and emotional well-being, such as stress management workshops,

recreational activities, and occupational health programs that strengthen employees' quality of life.

- **Strengthening internal communication:** Create effective spaces and mechanisms for employees to express their opinions, concerns, and ideas. Also, foster a culture of constant feedback that allows for identifying areas for improvement and recognizing employee efforts.
- **Recognition and Rewards:** Establish incentive systems that value individual and group achievements, reinforcing employee motivation and commitment. This can include public recognition, financial bonuses, and professional development opportunities.
- **Continuous training:** Provide professional learning and development opportunities focused on technical and soft skills, such as leadership, teamwork, conflict resolution, and assertive communication. These initiatives not only increase employees' competencies but also strengthen their confidence and job satisfaction.
- **Promoting teamwork:** Design activities that strengthen collaboration and cohesion among employees, facilitating an environment of mutual support and cooperation. This includes integration dynamics, interdisciplinary projects, and the promotion of inclusive leadership.

This study highlights the need to implement effective measures to optimize the work environment, as it constitutes a fundamental pillar of organizational performance. Improving the key dimensions identified will not only increase productivity but also strengthen employee well-being, positioning Las Palmas Club as a model of effective work management.

The findings are not only applicable to the context of Las Palmas Club, but also serve as a reference for other recreational organizations and similar sectors seeking to maximize their efficiency and sustainability through an approach focused on human talent and organizational well-being. Investing in strategies that

prioritize a healthy work environment not only benefits employees but also ensures a positive impact on organizational results, strengthening competitiveness and resilience in the face of external challenges.

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#### **Conflict of Interest**

The author has no conflicts of interest to declare.

#### **Author Contributions**

Moisés Leonel Miranda Rodriguez (main author): conceptualization, research, methodology, project administration, resources, software, supervision, writing (original draft, review, and editing).