

# Organizational Climate and Job Satisfaction Among Workers in a Peruvian Company

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## ABSTRACT

Organizational climate is a crucial factor that influences job satisfaction among workers in any organization. This research aims to describe the perceived levels of organizational climate and job satisfaction among workers in a Peruvian company and determine the relationship between both variables. This is a basic, non-experimental, and correlational quantitative study. The sample consists of 40 workers employed in a civil construction company in Lima, Peru, and is a census sample. Organizational climate and job satisfaction questionnaires were used to collect data, with 28 and 25 items, respectively. The results report that organizational climate and job satisfaction reached moderate levels, with 62.50% and 60.00%, respectively. Based on the obtained Spearman's rho value of 0.755 and a p-value of  $0.000 < 0.05$ , it was determined that there exists a significant and high direct relationship between the variables under study.

**Keywords:** organizational climate, job satisfaction, task significance, working conditions, organizational culture.

## INTRODUCTION

The study of organizational climate has become increasingly important in companies. Large organizations recognize the significance of a positive work environment in the company's operation. These companies understand that a good organizational climate contributes to productivity, motivation, and employee commitment to their tasks. Additionally, it affects relationships between team members and interactions with suppliers and customers (Bravo et al., 2023). Therefore, researching the work environment and employee satisfaction is essential.

The importance of the organizational climate lies in its impact on each member of the institution. It affects their behavior and emotional well-being, similar to the meteorological climate. As each person interprets the work climate subjectively, it influences their reactions and attitudes. Therefore, the climate can generate different behaviors in different individuals. It is crucial to understand the work environment and factors contributing to well-being and productivity for any organization's operation (Arce et al., 1994).

Job satisfaction is becoming increasingly important for both workers and companies. It refers to employees' attitude towards their work and is based on their beliefs and values reflected in their work performance and activities. Job satisfaction includes aspects related to an individual's work, social, and personal environment (Durán et al., 2021). Therefore, companies need to understand employee satisfaction in their work environment. Research has shown that job satisfaction plays a critical role in employee performance, user satisfaction, and the quality of services offered (Bernal y Flores, 2020).

This study was conducted in a civil construction company that operates throughout the country. This company has been providing uninterrupted services for over eight years and is based in Lima. The civil construction industry involves working in challenging environments. The decision to conduct this research in this organization was due to several factors such as demanding working conditions, potential risks to employee safety, job stability,

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communication, opportunities for professional development, deadlines, and teamwork challenges.

In previous studies, researchers identified eight elements that define the work environment. This confirms the Litwin and Stringer scheme, which aims to explain significant aspects of employee behavior within a company using terms such as motivation and working environment. The theoretical approach of Warr, Cook, and Wal was also validated in relation to labor welfare. Additionally, it revealed the relationship between organizational climate and employee satisfaction in public and private companies in Mexico (Pedraza, 2018).

This theoretical approach is also known as the Job Satisfaction Scale, which was created in 1979 and is based on the difference between two types of factors that impact job satisfaction: hygienic factors and motivational factors. Hygienic factors are crucial to preventing dissatisfaction and establishing a healthy work environment, while motivational factors are essential to promote intrinsic satisfaction and motivation at work (Warr et al., 1979). This model has been instrumental in understanding how employees perceive satisfaction in their workplaces and the elements that contribute to it.

A study conducted in Kosovo demonstrated a significant and direct relationship between the work environment and employee satisfaction. The study conducted by Osmani et al. (2022) in Kosovo provided evidence of a direct relationship between climate and employee satisfaction, which supports the findings of Yang (2010) and Colakoglu et al. (2010) who identified corporate performance, culture, and organizational climate as the most critical predictors of job satisfaction.

In Brazil, a study conducted by Yamassake et al. (2021) showed that the level of occupational well-being is directly proportional to the level of climate in healthcare organizations in Sao Paulo. This finding highlights the complex relationship between work, well-being, and the work environment, and emphasizes the importance of a positive work environment for the performance of each worker.

In a study addressing the Peruvian health sector, it was found that there is a low correlation between the work environment and employee satisfaction, with a Pearson correlation coefficient of 0.460. The study revealed that employees rated the organizational environment as medium (50.4%), while labor well-being was rated as low (49.6%) (Arévalo et al., 2021). The findings suggest that there is room for

improvement and implementing strategies to increase employee satisfaction in the health sector.

In the university context, the study showed a significant association between work environment and employee well-being. A majority of the workers (53.5%) perceived a good organizational climate, with high percentages in the dimensions of leadership and encouragement. Furthermore, occupational well-being reached a high category with 68.3% (Bazalar & Choquehuanca, 2020).

These high percentages indicate that the university has achieved a satisfactory and healthy organizational climate for workers in the university setting. However, continuous monitoring and improvement are necessary to ensure optimal well-being in the long term.

It is important to note that there is a significant relationship between the work environment and employee well-being in the industrial sector. In a study conducted by Davila et al. (2021), work climate was found to be regular with a score of 71.20%, while work well-being was also at a regular level with a score of 80.70%. The study demonstrated a moderately significant relationship between the two variables with a  $p\text{-value} = 0.000 < 0.05$  and  $\rho = 0.559$ . Even though the work environment and well-being are currently at regular levels, the relationship between the two is still significant and moderate. These findings are valuable for implementing strategies and improvements to enhance the work environment and increase employee well-being in the industrial sector.

In light of the strenuous work of civil construction and work shifts performed by employees of a Peruvian company, this study was conducted to describe the perceived levels of work environment and well-being among the staff and to identify the relationship between them. The general hypothesis was that there is a direct and important relationship between work environment and the occupational well-being of workers in a Peruvian organization. Additionally, four specific hypotheses were formulated to determine the relationship between work environment and the dimensions of employee satisfaction in the organization.

The importance of this study lies in its ability to reveal how employees perceive their work environment. By identifying problem areas, the organization can take corrective measures to improve productivity and well-being and retain talented employees to prevent turnover.

Moreover, the study provides objective data on employee opinions, which can help company leaders and managers make informed decisions. Employee feedback can help identify problem areas, take corrective action, and set realistic goals to improve the organization.

The main contribution of this study is its potential to provide valuable insights for decision-making, improving work environments, and advancing academic and practical knowledge in the field of organizational management. Additionally, it contributes to reducing absenteeism and work-related illnesses by identifying negative work environments that lead to stress, dissatisfaction, and lack of support, which can adversely affect employees' health and well-being. Understanding how workers perceive their work environment can help implement preventive measures and wellness programs that can reduce absenteeism and promote a culture of health and wellness within the company.

### Organizational Climate and Job Satisfaction

Organizational climate, according to Chiavenato (2000), refers to the qualities and attributes of the work environment that are perceived by the individuals who are part of the entity. These attributes have a direct impact on the actions of the workers.

The study of organizational climate has long been crucial for organizations. It helps to understand how employees interpret a positive and motivating environment for carrying out daily activities while improving their professional practice. The climate is understood as the degree of well-being of the collaborators, and it has a direct impact on their satisfaction. Thus, there is an intangible relationship between the personal and organizational levels, which manifests the ethical conduct of a series of institutional qualities when exercised by its members (Chiang et al. 2021).

Organizational climate refers, in this context, to the collective behavior of workers and the set of meanings they attribute to their work environment from a psychological standpoint. Therefore, climate is not a specific element that favors the psychosocial work environment, but rather a summary of how workers perceive their work environment and its impact (Bry and Wigert, 2022). This understanding is crucial because work environment and occupational well-being are closely linked.

The foregoing suggests that a positive organizational environment can significantly improve employee performance, productivity, and motivation at work

(Wang et al., 2022). Studies have shown that an inadequate organizational climate can lead to job dissatisfaction and have serious consequences for the organization as a whole (De la Cruz & Ramírez, 2021).

Several studies, including those by Meliá et al. (1986) and Peiró (2008), have shown that an inadequate organizational climate can lead to job dissatisfaction and have serious effects on the organization. Their analyses provide a deeper understanding of the work environment and its impact on employees. They have extensively analyzed these variables, their characteristics, and their dimensions.

The study used the dimensions of work climate developed by Jiménez Cangas, which were based on a study conducted by the Pan American Health Organization in the 1980s; these dimensions include organizational structure, leadership, decision-making, motivation, and individual behavior (Noriega & Pría, 2011). However, for this study, the dimensions were adjusted to organizational culture, organizational design, and human potential.

Organizational culture refers to a set of shared values, beliefs, practices, and norms, whether implicit or explicit, among the employees of a company. It influences their behavior and interactions within the organization. This culture values employees as the most important resource and encourages their commitment to the company's success (Noriega & Pría, 2011). Therefore, it affects how employees perceive their work environment and interact with each other.

Organizational design refers to how a group of individuals consciously plans and reorganizes their actions or influences within an organization. This involves the distribution of responsibilities, selection of different options, flow of information, and employee remuneration (Noriega & Pría, 2011). An efficient and clear organizational design can foster collaboration, coordination, and effectiveness in the organization, which can have a positive effect on the organizational climate. It impacts the work environment and employees' perception of their work.

Human potential refers to the internal social structure of the organization, which is composed of individuals with cognitive abilities, qualities, and emotions that contribute to the entity achieving its objectives (Noriega & Pría, 2011). Therefore, human potential is a crucial element in the analysis of organizational climate because employee satisfaction, motivation, and well-being are closely related to their ability to carry out their functions and realize their potential within the company.

Job satisfaction refers to the positive and secure feeling an individual has towards their work activities. It is considered a crucial factor between work/personality circumstances and work achievements such as job performance (Capone et al., 2023).

Organizational psychology describes job satisfaction as a positive or complacent emotional attitude that arises from work experience (Mason & Griffin, 2002). Organizational well-being, on the other hand, is a multidimensional concept that encompasses employees' expectations, values, work environment, and personal characteristics (Huang et al., 2023). According to De Ruijter et al. (2023), low job satisfaction can have adverse effects on employee health and organizational performance.

For the purpose of this study, the job satisfaction variable was examined based on the dimensions proposed by Palma (2000). These dimensions include task significance, working conditions, personal and/or social recognition, and economic benefit. Task significance refers to the attitude towards the work and the importance it holds in terms of effort, equality, and achievement. The working conditions dimension refers to the value assigned to the rules governing the execution of the work. The personal and/or social recognition dimension refers to the evaluation of work based on the recognition of oneself or other employees within the organization.

Finally, the economic benefit dimension refers to the remuneration received by the employee for their work (Palma, 2000).

**METHODOLOGY**

This study used a quantitative approach and non-experimental design since there was no deliberate manipulation of variables (Hernández & Mendoza, 2018). As per its type, it is considered applied, as it aims to provide solutions to problems related to the productive life of society (Ñaupas et al., 2014, p. 91). In this case, it focuses on the work environment and the degree of well-being of employees in a company located in Peru. The study is correlational in nature as it examines the relationship between variables, namely the work environment and the well-being of employees in the organization.

The study was conducted in a civil construction company located in Santiago de Surco district, Lima, Peru. The target population was 40 civil construction workers who were employed by the company. A census-type sample was considered for the study (Hernández & Mendoza, 2018), which means that all 40 workers of the company were included in the study.

Table 1 provides detailed information on the variables, dimensions, indicators, items, levels, and

**Table 1.** Detailed Information on the Variables, Dimensions, Indicators, Items, Levels and Ranges.

Dimension	Indicators	Items	Levels and Ranges
<b>V1: Organizational Climate</b>			
Organizational Climate	<ul style="list-style-type: none"> <li>- Identity</li> <li>- Conflict and Cooperation</li> <li>- Motivation</li> </ul>	1-8	Low [28-64] Moderate [65-103] High [104-140]
Organizational Design	<ul style="list-style-type: none"> <li>- Remuneration</li> <li>- Structure</li> <li>- Decision-Making</li> <li>- Organizational Communication</li> </ul>	9-15	
Human Potential	<ul style="list-style-type: none"> <li>- Comfort</li> <li>- Reward</li> <li>- Innovation</li> <li>- Leadership</li> </ul>	16-28	
<b>V2: Job Satisfaction</b>			
Task Significance	<ul style="list-style-type: none"> <li>- Sense of Fulfillment</li> </ul>	1-6	Low [25-58] Moderate [59-92] High [93-125]
Working Conditions	<ul style="list-style-type: none"> <li>- Availability of Resources</li> <li>- Job Assessment</li> </ul>	7-14	
Personal and Social Recognition	<ul style="list-style-type: none"> <li>- Self-Recognition</li> <li>- Achievements at Work</li> </ul>	15-19	
Economic Benefit	<ul style="list-style-type: none"> <li>- Financial Incentives</li> <li>- Dedication to Assigned Activities</li> </ul>	20-25	

Source: Prepared by the author.

ranges that were used in the study. The data was collected through a survey, and two Likert-type questionnaires were used as the instruments to evaluate both variables.

The Organizational Climate Questionnaire assesses the dimensions of organizational culture, design, and human potential. It includes 28 items and measures three levels: low (28 - 64 points), moderate (65 - 103 points), and high (104 - 140 points).

The Job Satisfaction Questionnaire assesses the dimensions of task significance, working conditions, personal or social recognition, and economic benefits. It includes 28 items and measures four levels: low (25-58 points), moderate (59-92 points), high (93-125 points), and very high (126-125 points). Both questionnaires use the same response options: always = 5, almost always = 4, sometimes = 3, rarely = 2, and never = 1.

The validity of the questionnaires was determined using expert judgment criteria. Three experts in the methodological and knowledge area verified the relevance, pertinence, and clarity of the questions, confirming the validity of both instruments. To determine the reliability of the questionnaires, the Cronbach's alpha coefficient was used with SPSS software. It was found that the work environment questionnaire had an alpha value of 0.865, while the occupational well-being questionnaire had a value of 0.910. Therefore, both questionnaires were deemed reliable.

Regarding the research process, the workers were authorized to answer the questionnaires and the data were collected and arranged in a Microsoft Excel database. Subsequently, the data were exported to the SPSS program, which was used to perform both descriptive and inferential analyses. A normality test was performed to determine the type of test to be applied to test the hypotheses, and Spearman's rho coefficient was used.

**RESULTS**

To address the research objectives, the sociodemographic characteristics of the sample group were first identified. It was found that all the participants (40) were men. In terms of age, 57.50% (23) were between 25 and 35 years old, 25.00% (10) were between 36 and 45 years old, and 17.50% (7) were between 46 and 52 years old. With regard to their tenure in the company, 50% (20) of the participants had worked for 1 to 2 years, 37.50% (15) had worked for 2 to 4 years, and 12.50% (5) had worked for 4 to 6 years. All the participants (40) worked full-time.

The descriptive results of the organizational climate are summarized in the table. Among the workers, 62.50% (25) perceived the level of organizational climate to be moderate, 25.00% (10) perceived it to be high, and 12.50% (5) perceived it to be low. This suggests that a favorable emotional environment could have a positive impact on their motivation and productivity.

The results of the study on work climate dimensions are presented in Table 2. The organizational culture dimension indicates that 50.50% of respondents reported a moderate level, 37.50% (15) reported a high level and only 12.50% (5) reported a low level. This suggests that the majority of workers consider the organization's regulations, norms, philosophy, and value system to be clear and well-defined.

The findings on the organizational design dimension indicate that 60.00% (24) reported a moderate level, 35.00% (14) reported a high level and only 5.00% (2) reported a low level. This suggests that there is coordination among workers, common goals, assumption of activities, and a clear leadership structure within the organization.

In the human potential dimension, 60.00% (24) of respondents reported a high level, 32.50% (13) reported a moderate level and only 7.50% (3) reported a low level. This indicates that the majority of the respondents perceive that the organization values

**Tabla 2.** Niveles de la variable clima organizacional y sus dimensiones.

Level	Organizational Climate		Organizational Culture		Organizational Design		Human Potential	
	Fi	%	Fi	%	Fi	%	Fi	%
Low	5	12.50%	5	12.50%	2	5.00%	3	7.50%
Moderate	25	62.50%	20	50.50%	24	60.00%	13	32.50%
High	10	25.00%	15	37.50%	14	35.00%	24	60.00%
<b>Total</b>	<b>40</b>	<b>100%</b>	<b>40</b>	<b>100%</b>	<b>40</b>	<b>100%</b>	<b>40</b>	<b>100%</b>

Source: Prepared by the author.

them as a force that enables the achievement of the organization's objectives.

The different levels of job satisfaction among the surveyed workers are shown in Table 3. It is observed that a majority of 60.00% (24) reported a moderate level, while 27.50% (11) reported a high level and only 12.50% (5) reported a low level. As per the findings, the workers report a moderate level of conformity concerning the tasks they perform in the organization.

The job satisfaction dimensions are presented in Table 3. For the task significance dimension, 45.00% (18) reported a moderate level, 42.50% (17) reported a high level and only 12.50% (5) reported a low level. This suggests that the workers carried out the activities entrusted by their superiors.

Regarding the working conditions dimension, 45.00% (18) reported a moderate level, 45.00% (18) reported a high level and only 10.00% (4) reported a low level. This suggests that the workers perceived favorable circumstances for their work in the organization.

For the personal and/or social recognition dimension, 57.50% (23) reported a moderate level, 32.50% (13) reported a high level and 10.00% (4)

reported a low level. This suggests that the workers perceived the appreciation shown by the organization for their work.

Lastly, in the economic benefits dimension, 45.00% (18) reported a moderate level, 42.50% (17) reported a high level and only 12.50% (5) reported a low level. This suggests that workers are satisfied with their salaries.

To determine the inferential results of the study, the normality of the data was assessed using the Shapiro-Wilk statistical test (Mishra et al., 2019). This test is suitable for studies with sample sizes of less than 50. The results of the test indicated that the *p*-value was less than 0.05 for all variables and dimensions, indicating that the data did not follow a normal distribution. Therefore, a non-parametric method, such as Spearman's rho coefficient, was used to test the assumptions.

The inferential findings are presented in Table 5. Spearman's rho statistic was used to test the general hypothesis and the specific hypotheses. The general hypothesis obtained a *p*-value of 0.000, which is less than 0.05, and a correlation coefficient rho of 0.755. These results suggest that there is a significant and high positive relationship between organizational climate and employee job satisfaction

**Table 3.** Levels of Job Satisfaction Variable and Its Dimensions.

Level	Job Satisfaction		Task Significance		Working Conditions		Personal and/or Social Recognition		Economic Benefits	
	Fi	%	Fi	%	Fi	%	Fi	%	Fi	%
Low	5	15.50%	5	12.50%	4	10.00%	4	10.00%	5	12.50%
Moderate	24	60.00%	18	45.00%	18	45.00%	23	57.50%	18	45.00%
High	11	27.50%	17	42.50%	18	45.00%	13	32.50%	17	42.50%
<b>Total</b>	<b>40</b>	<b>100%</b>	<b>40</b>	<b>100%</b>	<b>40</b>	<b>100%</b>	<b>40</b>	<b>100%</b>	<b>40</b>	<b>100%</b>

Source: Prepared by the author.

**Table 4.** Normality Test of Variables and Dimensions.

Variable/Dimension	Statistics	df	Sig.
Organizational Climate	0.229	40	0.000
Organizational Culture	0.148	40	0.027
Organizational Design	0.126	40	0.011
Human Potential	0.152	40	0.021
Job Satisfaction	0.157	40	0.015
Task Significance	0.168	40	0.006
Working Conditions	0.085	40	0.020
Personal and/or Social Recognition	0.158	40	0.013
Economic Benefits	0.138	40	0.052

Source: Prepared by the author.

**Table 5.** General and Specific Hypotheses Testing.

Hypotheses		Spearman's Rho	p-value
H <sub>G</sub>	Organizational Climate → Job Satisfaction	0.755	0.000
H <sub>1</sub>	Organizational Climate → Task Significance	0.653	0.000
H <sub>2</sub>	Organizational Climate → Working Conditions	0.590	0.000
H <sub>3</sub>	Organizational Climate → Personal and/or Social Recognition	0.658	0.000
H <sub>4</sub>	Organizational Climate → Economic Benefits	0.539	0.000

Source: Prepared by the author.

in a Peruvian company. Therefore, the alternative hypothesis was accepted.

Regarding the first specific hypothesis, a *p*-value of 0.000, which is less than 0.05, and a correlation coefficient rho of 0.653 were obtained. These results suggest that there is a significant and moderate direct relationship between organizational climate and task meaningfulness of employees in a Peruvian organization. Therefore, the specific alternative hypothesis formulated was accepted.

Regarding the second specific hypothesis, a *p*-value of 0.000, which is less than 0.05, and a correlation coefficient rho of 0.590 were obtained. These results suggest that there is a significant and moderate linear relationship between organizational climate and working conditions of employees in a Peruvian organization. Therefore, the specific alternative hypothesis formulated was accepted.

Regarding the third specific hypothesis, a *p*-value of 0.000, which is less than 0.05, and a correlation coefficient rho of 0.658 were obtained. These results suggest that there is a moderate and direct relationship between organizational climate and personal and/or social recognition of employees in a Peruvian organization. Therefore, the hypothesis formulated was accepted.

Lastly, regarding the fourth specific hypothesis, a *p*-value of 0.000, which is less than 0.05, and a correlation coefficient rho of 0.539 were obtained. These results suggest that there is a positive and moderate relationship between organizational climate and economic benefit of employees in a Peruvian organization. Therefore, the specific alternative hypothesis formulated was accepted.

**DISCUSSION**

Based on the results obtained from the general hypothesis, it has been determined that there is a significant correlation between the organizational

climate and the job satisfaction of workers in a Peruvian company. The *p*-value = 0.000 < 0.05 and rho = 0.755 confirm this correlation and indicate a direct and high association. This means that the level of job satisfaction among the employees will increase with an increase in the level of organizational climate. The descriptive results of organizational climate and job satisfaction were found to be moderate at 62.50% and 60.00%, respectively. Thus, employees consider both variables to have adequate levels.

Moreover, the dimensions of the occupational climate, specifically culture and organizational design, were found to be moderate at 50.50% and 60.00% respectively, followed by a high level. The dimension of human potential reported a high level of 60.00% followed by a moderate level. In the dimensions of occupational well-being, the significance of tasks, personal and/or social recognition, and economic benefits, the moderate level prevailed with 45.00%, 57.50%, and 45.00% respectively, while in working conditions, the moderate and high levels prevailed with 45.00%.

The results obtained in this study are similar to those of Dávila et al. (2021). Their findings indicated that the work environment was categorized as regular in 71.20% of cases, while employee well-being was found to be regular at 80.70%. They concluded that there is a moderately significant relationship between the two with a *p*-value = 0.000 < 0.05 and rho = 0.559. Similarly, the results in this study agree with the findings made in Mexico by Pedraza (2018), which showed that the organizational climate has an important relationship with employee well-being. Thus, providing empirical evidence from other environments and units of analysis.

Furthermore, the first hypothesis of this study also established an important and moderate relationship between the work environment and task meaningfulness of the workers in a Peruvian company. The *p*-value = 0.000 < 0.05 and rho = 0.653 suggest that

the relationship is direct and moderate. This means that improving the work environment will lead to an increase in the degree of task meaningfulness in the referred collaborators.

Finally, these results are consistent with the findings of Osmani et al. (2022). Their study determined a direct and significant relationship between the study variables. The different hypotheses related to the work climate and satisfaction of the Kosovo organizations were also demonstrated.

The second specific hypothesis was verified with a  $p$ -value of  $0.000 < 0.05$  and  $\rho$  of 0.590. It confirmed the relationship between the occupational environment and the working conditions of employees in a Peruvian organization. The results indicated that this relationship is direct and moderate. In other words, when the organizational environment of the company increases, so does the degree of the working conditions of the employees.

These findings are similar to those of Arévalo et al. (2021), who found that employees observed a medium level of organizational environment at 50.4%, while occupational well-being achieved a low level at 49.6%. The relationship between organizational environment and job satisfaction was demonstrated using Pearson's correlation (0.460).

Moreover, the third specific hypothesis established a relationship between the work environment and personal and/or social recognition of workers in a Peruvian company. This relationship was demonstrated with a  $p$ -value =  $0.000 < 0.05$  and  $\rho$  = 0.658. The results suggest that the relationship is direct and moderate, meaning that by improving the level of organizational climate of the company, the personal and/or social recognition of the employees will also increase.

The findings of this study are similar to those of Bazalar and Choquehuanca (2020), which revealed that 53.5% of employees reported having an adequate work environment, with high percentages in the dimensions of leadership and motivation. Job satisfaction was also high, with 68.3% of employees reporting a high level of satisfaction. The study determined a significant relationship between the organizational climate and job satisfaction, as well as its dimensions.

Moreover, the fourth specific hypothesis confirmed the relationship between the occupational environment and the economic benefit of Peruvian employees. The  $p$ -value = 0.000, which is less than 0.05, and  $\rho$  = 0.539 indicated that this relationship

is moderately positive. In other words, improving the work environment will increase the level of economic benefit for workers.

These results support the findings of Yamassake et al. (2021), who also found a positive relationship between the environment and occupational well-being. They suggested that increasing the organizational climate will lead to a higher level of job satisfaction. Therefore, the relationship between job satisfaction and organizational climate is complex and is associated with the performance of each worker.

The study findings suggest that the Peruvian company under study should focus on improving the organizational climate to encourage employees, leading to increased commitment and productivity. To achieve this, the company should focus on enhancing working conditions, recognizing and valuing the efforts of workers, and promoting a positive work environment that encourages employees.

## CONCLUSIONS AND RECOMMENDATIONS

The study found a direct and high relationship between organizational climate and job satisfaction, indicating that increasing the level of organizational climate improves job satisfaction. As a result, the general alternative hypothesis of the study was accepted.

The study also found moderate levels in the characterization of organizational climate and job satisfaction, with satisfactory levels in both variables' dimensions. This suggests that employees mostly have positive perceptions and opinions and are generally satisfied with their work experience within the organization.

The study found a moderate positive relationship between the organizational climate and each of the four dimensions of job satisfaction of the employees of a Peruvian entity. Therefore, the specific alternative hypotheses formulated at the beginning of the study were accepted.

The study found that there is a moderate positive relationship between the organizational climate and job satisfaction of employees in a Peruvian company. This means that it is important for the company to promote a favorable organizational climate that encourages employees, which will ultimately lead to increased commitment and productivity at work. It is recommended to improve working conditions and recognize and value the efforts of workers to keep them motivated and satisfied with their work.



At the institutional level, this study provides insights into the strengths and weaknesses of the organization in terms of environment and the well-being of workers. It helps diagnose specific problems within the organization and reveals areas where employees experience high levels of dissatisfaction, job stress, or lack of motivation. Therefore, the study provides a clear picture of where the organization is doing well and where it needs to improve, which can be helpful for the institution to make informed decisions and take necessary actions.

At the local level, this study can be of great help in identifying the specific needs and challenges of the local community with regard to employment and labor welfare. It provides a solid foundation for developing policies, programs, and actions that can address these needs and improve the work environment at the local level. Furthermore, an organization that is committed to the well-being of its employees can actively participate in community initiatives and projects aimed at promoting sustainable and equitable development.

It is important to note these results cannot be applied to other organizations without a cautious approach and adequate consideration of the limitations and particularities of each study. It is advisable to interpret the results as potential indicators that can be useful for understanding the organizational environment and well-being at work in a broader context, rather than applying them directly to all organizations.

One of the limitations of the study was the appropriate selection of tools and methods for data collection. Although there are several instruments used in different contexts that allow the assessment of organizational climate and job satisfaction variables, future research should consider more carefully the influence of other variables or external factors that were not addressed in this study in order to gain different perspectives on the findings.

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