



Effect of job satisfaction and confidence on the organizational climate, through structural equations

Efecto de la satisfacción laboral y la confianza sobre el clima organizacional, mediante ecuaciones estructurales

Dra. Margarita Chiang-Vega is a professor and researcher at the Universidad del BioBio (Chile) (mchiang@ubiobio.cl) (<https://orcid.org/0000-0003-3093-7892>)

Mg. Juan Pablo Hidalgo-Ortiz is a professor and researcher at the Universidad del BioBio (Chile) (jhidalgo@ubiobio.cl) (<https://orcid.org/0000-0001-7621-6068>)

Mg. Nelly Gómez-Fuentealba is a professor and researcher at the Universidad del BioBio (Chile) (ngomez@ubiobio.cl) (<https://orcid.org/0000-0003-1542-3009>)

Abstract

*In the field of public health there is a need to reach new achievements and make improvements in the care of people, not only to increase the satisfaction of users, but also to increase the satisfaction of the workers themselves, on the productivity of employees of public health institutions. The improvement in areas of organizational behavior can affect and benefit the productivity of health care employees, including a reduction in absenteeism rates and improvements in the quality of care provided to users. The present study analyzed a high complexity hospital, with the objective of determining if there is a relationship between job satisfaction and interpersonal trust and organizational climate. The study is cross-sectional and correlational. The measurement instrument is a survey consisting of 4 questionnaires, the sample consisted of 344 employees. Structural equation models were applied and two models were generated: the original model (Organizational Climate = β_1 * Job Satisfaction + β_2 * Interpersonal Trust + Error) and an alternative model (Organizational Climate = $\hat{\beta}_1$ * Job Satisfaction + Error). It is concluded that job satisfaction has a positive and statistically significant relationship on organizational climate, here satisfaction with the work group and opportunity for development are privileged. The perception of interpersonal trust was not statistically relevant in the context studied.*

Resumen

En el campo de la salud pública existe la necesidad de alcanzar nuevos logros y realizar mejoras en el cuidado de las personas, no solo para aumentar la satisfacción de los usuarios, sino también para aumentar la satisfacción de los propios trabajadores, con respecto a su productividad como empleados de instituciones de salud pública. La mejora en ámbitos del comportamiento organizacional, puede afectar y beneficiar la productividad de funcionarios del área de la salud, incluyendo una reducción en los índices de ausentismo y mejoras en la calidad de atención otorgada a los usuarios. Esta investigación analizó un hospital de alta complejidad, con el objetivo de determinar si existe una relación de la satisfacción laboral y la confianza interpersonal con el clima organizacional. El estudio es transversal y correlacional. El instrumento de medición es una encuesta que consta de cuatro cuestionarios, la muestra quedó conformada por 344 funcionarios. Se aplicaron modelos de ecuaciones estructurales y se generaron dos modelos: modelo original (Clima organizacional = β_1 * Satisf. Laboral + β_2 * Conf. Interpersonal + Error) y modelo alternativo (Clima Organizacional = $\hat{\beta}_1$ * Satisfacción Laboral + Error). Se concluye que la satisfacción laboral tiene una relación positiva y estadísticamente significativa sobre el clima organizacional, aquí se privilegian la satisfacción con el grupo de trabajo y la oportunidad de desarrollo. La percepción de confianza interpersonal no fue estadísticamente relevante en el contexto estudiado.

Keywords | palabras clave

Organizational behavior, organizational climate, job satisfaction, interpersonal trust, perception, structural equations, causality, hospitals.

Comportamiento organizacional, clima organizacional, satisfacción laboral, confianza interpersonal, percepción, ecuaciones estructurales, causalidad, hospitales.

Suggested citation: Chiang-Vega, M., Hidalgo-Ortiz, J. P., and Gómez-Fuentealba, N. (2021). Effect of job satisfaction and confidence on the organizational climate, through structural equations. *Retos Revista de Ciencias de la Administración y Economía*, 11(22), pp. 339-352. <https://doi.org/10.17163/ret.n22.2021.10>

1. Introduction

Within the public bodies that are part of society, we find health services which are important for society, since they meet the health and emergency needs of the population. But what is public health? According to Winslow (1920), public health has the mission of reducing the ailments caused by diseases, prolonging life, and promoting healthy living through the organized effort of society. Then in 2015, Piédrola stated that public health is a science that has the power to manage joint efforts aimed at protecting, promoting, and restoring people's health.

For better management of human resources, the study of organizational behavior is necessary, a discipline that is responsible for analyzing the behavior of people and their experiences in the workplace and training from an individual, group, and organizational perspective (Robbins, 2004). This is well documented in the study by Castro and Martins (2010), where they expose the importance of analyzing satisfaction levels and how workers within the organization perceive the organizational climate, in order to avoid the sudden departure of the worker. On the other hand, it is important to create an environment of interpersonal trust in the organization that is the basis that sustains and promotes change processes (Razeto, 2016).

This paper aims to analyze and study the relationships between three variables of organizational behavior: organizational climate, job satisfaction, and interpersonal trust, using structural equation models. This methodology will be applied in a High Complexity hospital, according to the General Technical Standard No. 150 of the Ministry of Health of Chile (2013).

1.1. Organizational climate

Currently, the organizational climate is important for organizations that constantly seek to improve the work environment, which is why the climate is considered a key element in the progress of organizations, and its detailed analysis directly affects the essence of the organization (Segredo, 2013).

Organizational climate is one of the most complex variables to define within the literature related to organizational behavior. Different authors, through their studies, have established their own definitions regarding this issue (Segredo, 2013).

The origin of this concept comes from the research of Lewin (1936), who indicated that human behavior depends on the situation where the behavior occurs. However, it has its beginnings in the 60s within organizational psychology by Gellerman (1960, mentioned by García, 2009), and has been studied by various authors.

Among the different approaches to this concept, the one that has shown the greatest benefit is when the perception that workers have of the structures and processes that occur in the workplace is used as a primary element (Goncalves, 1997). The same author in 2000 (cited by García, 2009), states that the elements and structures of the organization give place to a specific climate, in functionality of the members' appreciations. This resulting climate encourages certain behaviors in people and these impact the organization and the climate, thus completing the circuit.

The organizational climate seen from the area of public health contributes to the organization of health facilities allowing to identify what strengthens the quality of work-life of health personnel, this is due to the influence that the organizational climate has on motivation and the performance of workers, which also affects productivity, satisfaction, commitment and quality of work (Bustamante-Ubilla et al., 2015; Agudelo et al., 2017; Manosalvas et al., 2015; Bernal et al., 2015).

According to Jeung and Chang (2021), having a cooperative and friendly organizational climate within the organization among its members can alleviate negative con-

ditions such as emotional disharmony or dissonance. A positive organizational climate could be achieved through internal efforts by organizations to reduce work stress and weaken negative outcomes.

1.2. Work satisfaction

According to Judge et al. (2017) job satisfaction has been one of the most studied aspects of organizational behavior of the 20th century, and one of the important reasons to be interested in this variable is to understand different variables related to the efficiency of the organization, such as organizational commitment, turnover, absenteeism, and performance (Tsaousis et al., 2007; Harrison et al., 2006; Kammeyer-Mueller et al., 2005 cited in Pujol-Cols & Dabos, 2018).

In 1962, Porter defined job satisfaction as the difference between the reward perceived as adequate by the worker and the reward actually received. Later Locke (1976), believes that it is a positive or pleasant emotional state that arises from the subjective perception of the individual's work experience.

Bravo et al. (2002), state that job satisfaction can be defined as the favorable or unfavorable feeling with which employees perceive their work. This attitude can refer to a single worker or at a general level within a group, in turn, it can be analyzed in terms of a person's general work, or applied to a specific area of work.

Robbins (2004) defines job satisfaction as the general attitude of an individual towards his job. Then, Fritzsche and Parrish (2005) state that it is the degree to which employees like their work.

Li et al. (2020), state that job satisfaction is a factor at the individual level, which reflects the affections and emotions of the employee towards his work.

In general, the authors agree that job satisfaction is a set of emotions generated in workers, due to experiences of both individual and organizational situations, which consequently produces pleasant or negative satisfactions (Hosie et al., 2007; Hospinal, 2013; Serrano et al., 2015 cited in Pedraza, 2020).

1.3. Interpersonal trust

Based on the studies carried out by Mishra and Spreitzer (1998), and Werner and Whitener (1998), in general terms, it can be defined as a psychological state in which a person is willing to believe and establish positive expectations regarding the intentions of others.

Lewicki et al. (1998) define interpersonal trust as the positive expectations that an individual has regarding the behavior of others, supported by beliefs that the other has honest intentions.

A broad and interdisciplinary definition defines trust as a psychological state that involves a willingness to be vulnerable to the actions of other people and that is based on positive expectations of the intentions or behaviors of others, according to Rousseau et al. (1998), all these definitions place this construct as relevant when studying organizational behavior.

Worrying about creating an environment of trust in the organization allows interpersonal trust to be the basis that sustains and promotes change processes and that motivation, involvement, collaboration, and loyalty among individuals are greater (Razeto, 2016).

Covey and Merrill (2007), state that when the members of an organization have confidence, there is an increase in speed and a decrease in the closed groups of the company, in turn, organizational productivity is positively affected. This indicates that trust can play an important role in the effectiveness of personnel management within

organizations, achieving cooperation between people, promoting solidarity, and facilitating the creation of a more inclusive and integrating group (Misztal, 1996).

1.4. *Relevant studies*

This work follows the line of the authors Chiang et al. (2011), where a preliminary study is carried out on the variables organizational climate and job satisfaction applied to workers in the health sector. The main objective was the contribution of elements for the improvement in hospital management and the quality of work-life of the workers belonging to these health centers. Then, based on this research and to deepen the relationship between the studied variables, the variable interpersonal trust was added and the following hypothesis was proposed: the organizational climate is affected by the variables job satisfaction and interpersonal trust. This was done through structural equations.

2. **Materials and method**

This work considers the study of the already explained psychological aspects, in a highly complex hospital context. Regarding the sample, it was made up of 344 staff members. The instrument used was the survey. The statistics are shown below (the calculations have been made using the SPSS 22.0 software):

- a. Organizational climate: based on Koys and Decottis (1991) it was adapted and validated by Chiang et al. (2008). It has 42 items distributed in eight subscales, and expressed on a five-point Likert scale (“Strongly Agree” -5- to “Strongly Disagree” -1-). Table 1 shows the reliabilities of each subscale, and the descriptive statistics.

Table 1. Statistics for the organizational climate questionnaire

Factor	N° Items	α	Mean	Standard deviation
Autonomy	5	.821	3,74	0,98
Cohesion	5	.847	3,60	0,98
Trust	5	.741	3,97	0,98
Pressure	7	.795	3,47	1,20
Support	5	.820	3,76	1,05
Recognition	5	.814	3,29	1,18
Equity	5	.725	3,67	1,04
Innovation	5	.835	3,69	1,02
TOTAL	42	.955		

Source: Own elaboration

- b. Job satisfaction: prepared by Chiang et al. (2008), for workers of public institutions. It consists of 39 items, divided into six subscales, plus two individual items (Satisfaction with the ability to decide autonomously and Satisfaction with the recognition received from the authorities, these items do not belong to any of the subscales) that will not be considered in the analysis. Table 2 shows the general results of the application of the instrument.

Table 2. Statistics for the job satisfaction questionnaire

Factor	N° Items	α	Mean	Standard deviation
General work (SL-I)	11	.897	3,60	0,96
Physical work environment (SL-II)	7	.860	3,28	1,19
How the work is done (SL-III)	6	.850	3,68	0,99
Development opportunities (SL-IV)	8	.821	2,93	1,11
Relationship with the boss (SL-V)	4	.945	3,61	1,01
Remuneration (SL-VI)	3	.832	2,53	1,11
TOTAL	39	.949		

Source: Own elaboration

- c. Interpersonal trust, a scale based on Mc Allister's (1995) Interpersonal Trust Scale, measures trust in three different aspects: affective, cognitive, and organizational, and they are coded from C1 to C17. Table 3 shows the reliabilities and the general descriptions.

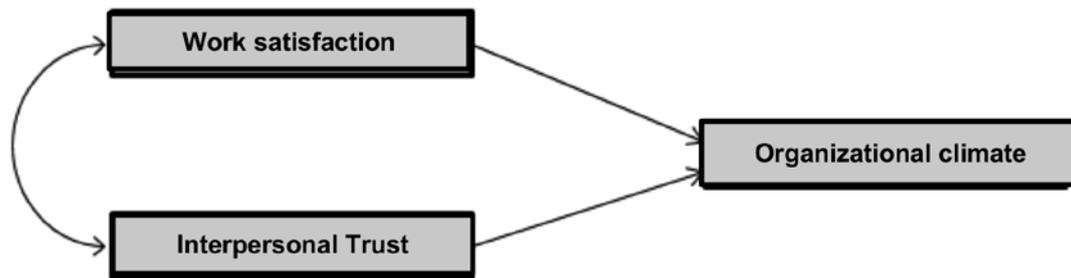
Table 3. Statistics for the interpersonal trust questionnaire

Factor	N° Items	α	Mean	Standard deviation
Affective	6	.882	3,72	0,92
Cognitive	6	.840	3,74	0,88
Organizational	5	.856	3,67	0,76
TOTAL	17	.927		

Source: Own elaboration

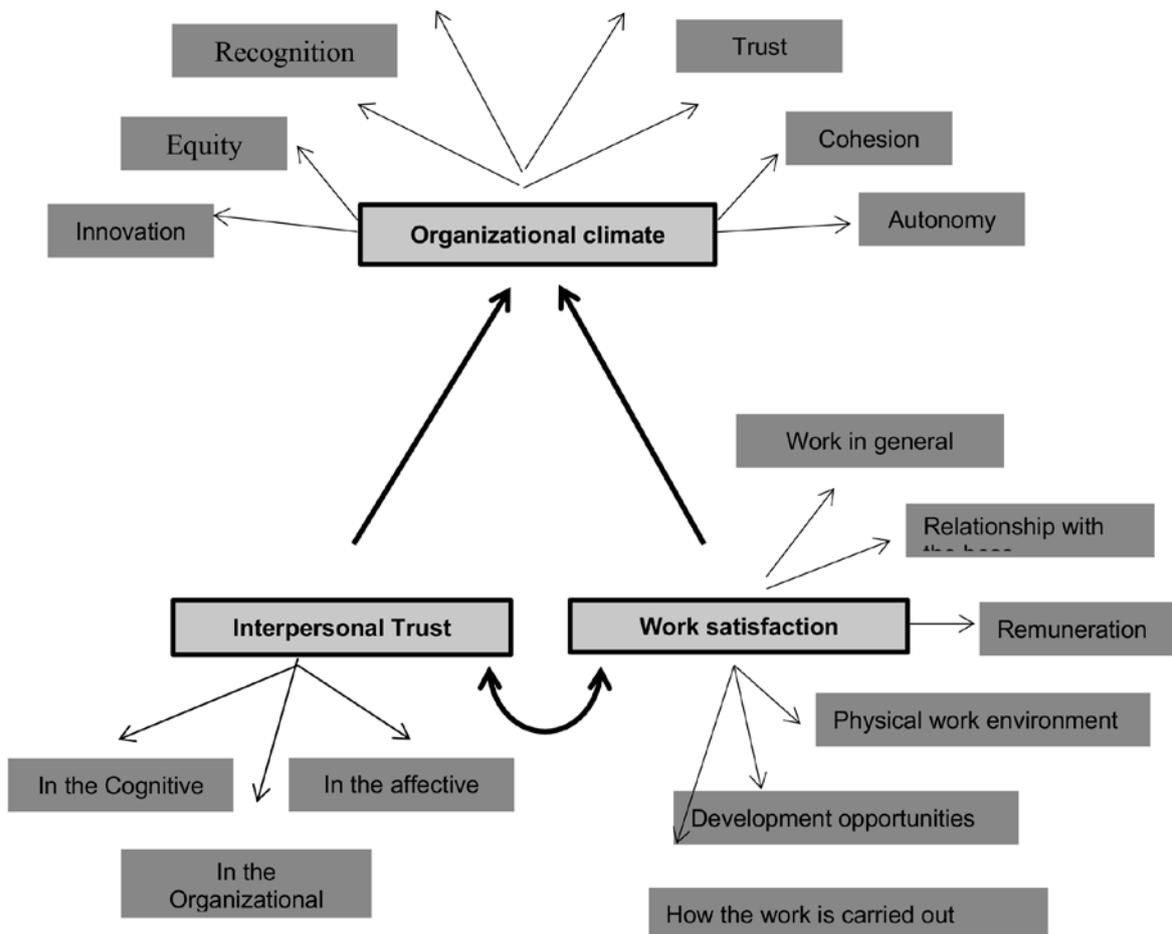
2.1. Factorial structure

In the first place, the parameters were estimated by performing a Causal Analysis, which tries to confirm the theoretical construction of the factors generated by each of the traits considered in the research, adding a cause-effect component between them, where organizational climate, job satisfaction, and interpersonal trust were simultaneously involved. The proposed theoretical structure is graphically described in Figure 1, where the endogenous variable is the organizational climate, and the exogenous variables are job satisfaction and interpersonal trust, where these two covariate with each other.

Figure 1. Proposed theoretical relationship

Source: Own elaboration

In particular, each of these latent variables has its own predefined factorial structure, which will be attached to the theoretical model generating a more complex configuration. It should be noted that each of the factors is also a latent variable. The detail of the structures for each concept is shown below: first, the dependent variable organizational climate is organized as indicated in table 1; second, the independent variable job satisfaction is organized as shown in table 2; and finally, the independent variable interpersonal trust, as shown in table 3. In summary, the general theoretical model proposed in accordance with the theory and with the previous analyzes are shown in Figure 2.

Figure 2. Extended theoretical model

Source: Own elaboration

The latent variables are manifested in the gray ones, and in turn, each of these is manifested in the items that correspond to it. The estimation method used is that of Generalized Least Squares since it provides more robust estimates in the absence of multinormality, and it does not require an excessively large sample size, thus it is the most appropriate for this case.

The decision criteria of the model are Goodness of Fit (X^2 , SRMR, GFI.), Incremental Indices (CFI, TLI, IFI, AGFI.), Parsimony Indices (PGFI, PCFI, X^2/df), Standardized Residuals (In absolute value less than 2) and Coefficient of Determination (% of variance explained by the factors).

In the first instance, the iterative estimation processes did not converge after the amount allowed by the algorithm incorporated in the sem package of R. One consequence was the appearance of the so-called “Heywood cases” (negative variances, standardized estimates greater than one), therefore variables were gradually eliminated until the first reasonably coherent estimators were obtained, without this type of inconvenience.

3. Results

The causal model was estimated using the structure of figure 2, and for this, we worked with a sample of $N_{AC} = 344$ officials from a highly complex hospital.

3.1. Original model

The model to be estimated is analytically expressed as:

Organizational climate = $\beta_1 * \text{Job Satisf} + \beta_2 * \text{Interpersonal Trust} + \text{Error}$, where β_1 and β_2 are the parameters to be estimated.

Table 4a. Estimation of the original model

Exogenous Variable → Endogenous Variable	Estimate	t	p-value
Job Satisfaction → Organizational Climate	1.143 (0.092)	12.39	.000***
Interpersonal Trust → Organizational Climate	0.021 (0.022)	00.95	.170

***Significant at 1 %

Source: Own elaboration

The results in table 4a show that the job satisfaction factor has a positive and statistically significant relationship on the organizational climate ($\beta_1 = 1.143$, $p = .000$ ***), while interpersonal trust has a positive coefficient, but not favorable enough to consider it significant ($\beta_2 = 0.021$, $p = .170$). This suggests estimating an alternative model without considering this dimension, the results are shown later in letter b) Alternative model.

As for the factors of each variable (figure 3), the organizational climate is effectively manifested on four of them, leaving another four discarded. The job satisfaction variable is manifested only on two of its six factors. The interpersonal trust variable did not appear significantly on its factors. (See table 4a)

Table 4b. Global fit indices

	Global Goodness of Fit			Global Adjustment Indices	
	X^2	df	p-value	SRMR (Closer to 0)	GFI ≥ 0.90
Original model	666.7	398	.000	0.063	0.896

Source: Own elaboration

The global goodness-of-fit measures are shown in Table 4b. In the original model, the hypothesis of equality of variance matrices and theoretical covariances ($X^2=666.7, p=.000^{***}$) is rejected, and reviewing the global adjustment indicators, SRMR is considered adequate as close to zero, but GFI is four thousandths below the 0.90 threshold. In conclusion, the model can be improved from the point of view of proposing an alternative model (See table 4b).

Table 4c. Incremental fit and parsimony indices

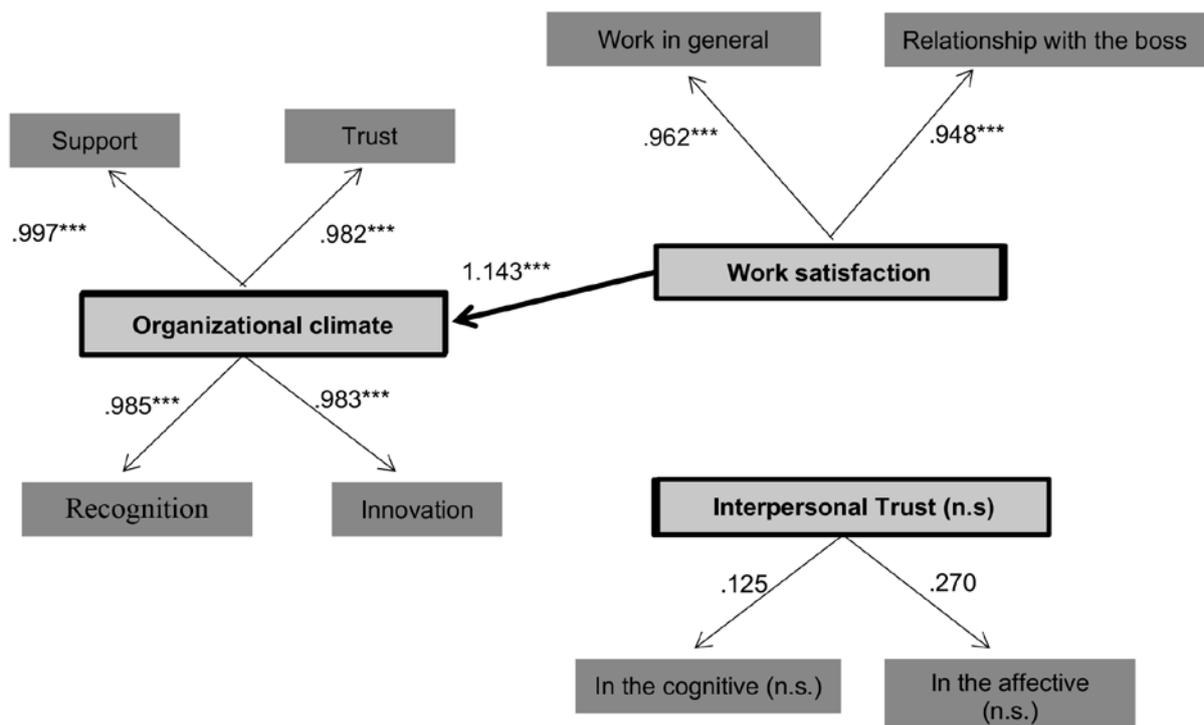
	Incremental Adjustment Rates (todos ≥ 0.90)				Parsimony indices		
	CFI	TLI	IFI	AGFI	PGFI (≥ 0.90)	PCFI (≥ 0.90)	χ^2 (Between 1 and 3)
Original model	0.519	0.475	0.549	0.852	0.745	0.475	1.675

Source: Own elaboration

Table 4c shows the incremental adjustment indices, which reveal indicators considered of medium quality, therefore a modification is pertinent. Then, the parsimony indicators reveal much more encouraging indices than in the previous case, but also with options for improvement (See table 4c).

The analyzes show that none of the values of the standardized residuals matrix is greater than 2 in absolute value, evidencing the effectiveness of the model in reproducing the matrix of variances and covariances. The structural model diagram is shown in figure 3. In conclusion, and based on Escobedo-Portillo et al. (2016), the resulting model has good properties with possibilities for improvement, which is shown in the next section (see figure 3).

Figure 3. Extended theoretical model



Source: Own elaboration

3.2. Alternative model

This model consisted of a slight modification of its factorial structure, taking into account the restructuring of the job satisfaction variable, after carrying out a re-exploratory factor analysis of the original database corresponding to this concept. The analysis has established a new factor called “satisfaction with the workgroup” (SL-VII), the result of eliminating three items from the factor “satisfaction with work in general” (SL-I), whose question format is similar. In addition, the “pressure” and “remuneration” factors of the variables organizational climate and job satisfaction, respectively, were discarded. The interpersonal trust variable has not been considered either, as it is not statistically relevant in the original model.

Therefore, the model to be estimated takes the following form:

Organizational Climate = $\hat{\beta}_1$ * Job Satisfaction + Random error, where β_1 is the parameter to be estimated.

The results are those shown in table 5a, where the job satisfaction factor has a positive and statistically significant relationship on the organizational climate ($\hat{\beta}_1=2,071$, $p=.000^{***}$). Regarding the factors (figure 4), the organizational climate variable is effectively manifested in five dimensions. The job satisfaction variable is manifested only on two of the six proposed factors (See table 5a).

Table 5a. Alternative model estimation

Exogenous Variable→Endogenous	Estimate	t	p-value
Job Satisfaction→Organizational Climate	2,071 (0,362)	15,72	,000***

Source: Own elaboration
 ***Significant at 1 %

Table 5b. Global fit indices

	Global Goodness of Fit			Global Adjustment Indices	
	χ^2	df	p-value	SRMR (Closer to 0)	GFI (≥ 0.90)
Modelo Original	1626.7	397	.000	0.098	0.878

Source: Own elaboration

Table 5c. Incremental fit and parsimony indices

	Incremental Adjustment Rates (all ≥ 0.90)				Parsimony indices		
	CFI	TLI	IFI	AGFI	PGFI (≥ 0.90)	PCFI (≥ 0.90)	χ^2_N (Between 1 and 3)
Original model	0.865	0.679	0.868	0.857	0.801	0.789	1.579

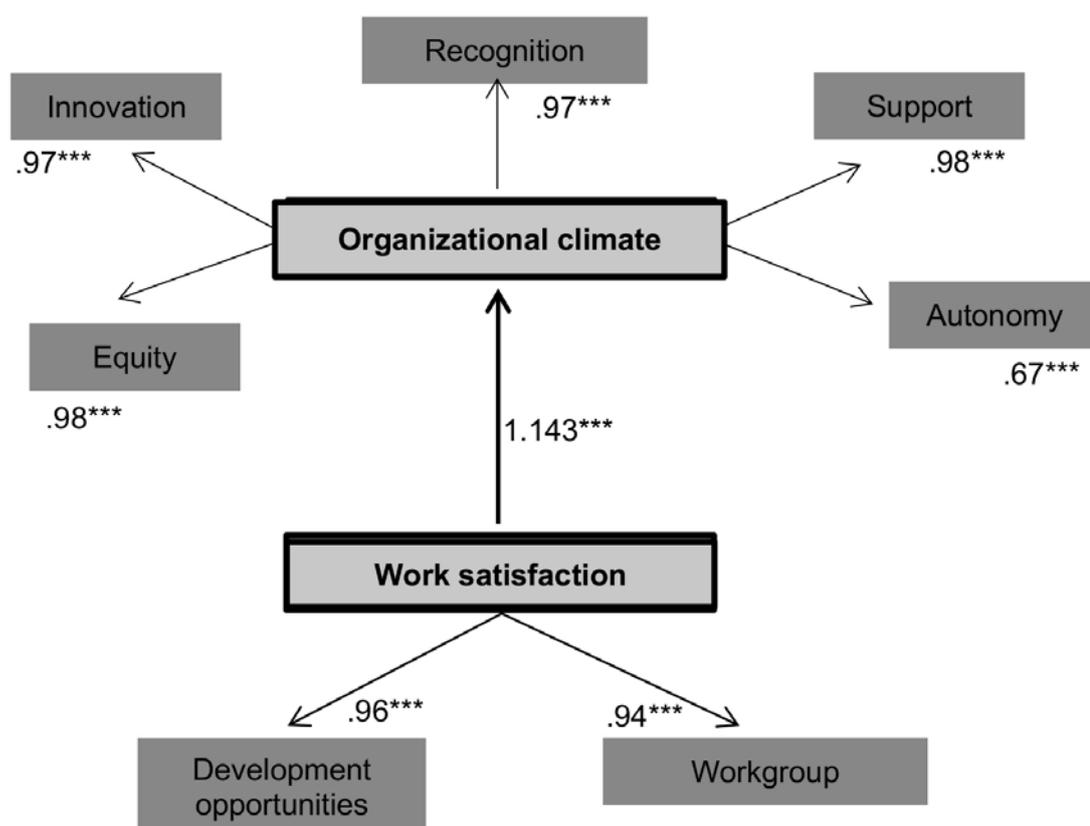
Source: Own elaboration

The global goodness-of-fit measures are shown in Table 5b. In this model, the chi-square value is much lower than in the null model (table 4b), so it is a quantitative advance in the improvement, the GFI index remains at its levels, as well as the SRMR, which increases to a value of 0.098, more than double (See table 5b).

Table 5c shows the incremental adjustment indices, all with values slightly lower than 0.9, showing a considerable increase with respect to the original model and showing the effectiveness of the change in the factors. On the other hand, the parsimony indicators reveal much more encouraging indices than in the previous case (table 4c), but also with options for improvement. From this, it can be concluded that the model presents notable improvements in its indicators (See table 5c).

Regarding the values of the matrix of standardized residuals, only 7.7% of them (36/465) is greater than 2 in absolute value, which shows the effectiveness of the model in reproducing the matrix of variances and covariances. The diagram of the structural model is shown in figure 4. The resulting model has good properties, leaving the possibilities for improvement open (See figure 4).

Figure 4. Extended theoretical model



Source: Own elaboration

4. Conclusions and discussion

This work was based on the following: (1) The confirmatory analysis of the factors provided in the theory related to the variables of organizational behavior, (2) provide more information for decision-making within hospital settings, (3) an application of the structural equation models to a real case.

According to the results obtained in this study, the job satisfaction factor has a positive and statistically significant relationship with the organizational climate. These results are consistent with the study by Araya and Medina (2019), where they found that organizational climate and job satisfaction have a statistically significant relationship. The appreciation of a high organizational climate is due to the fact that employees

have higher levels of job satisfaction. Similar results are observed in the study carried out by Coronel et al. (2020), who state that when analyzing the relationship between organizational climate and job satisfaction, the obtained results revealed a positive relationship, which allowed them to confirm the hypothesis that increasing or improving the organization's climate leads to greater satisfaction of the organization's workers.

It has been shown that the study subjects mostly consider the factors of organizational climate of support, recognition, and innovation as an effect of the perception of positive job satisfaction with respect to the workgroup to which they belong and the development opportunity that is offered to them. According to the study by Macías and Vanga (2021), the organizational climate is affected by the current condition of the workplace, since the success of the development of work activities depends on the confidence that the employee has in his abilities.

This is why camaraderie and healthy competition among employees must also be promoted to improve the organizational climate.

This occurs naturally, since being satisfied with colleagues and being able to grow professionally, would allow us to perceive that a mistake will not be reprimanded, instead there will be support to improve and that the contribution one makes towards the fulfillment of objectives will be recognized by the rest of the staff, in addition to being able to generate new instances to improve within the work. Similar results were obtained by Pedraza (2018), in his study, public employees rated with a high level of importance aspects that facilitate communication between workers and bosses, also that bosses maintain a closeness with the employee to provide guidance, support, and security for developing their work.

In the adjusted model (figure 3), it was observed that the organizational climate is an effect of job satisfaction with the job in general and with the relationship with the boss, this determines the level of validity of the relationships between the latent variables. While in the second model (figure 4) there is the Development Opportunity and a new factor formed from three items that came out of the Work factor in general, which was called the Workgroup, thus it is observed that in both models, the three items that make up the new factor appear as important in order to describe job satisfaction.

For officials of highly complex hospitals, the workgroup, that is, the relationship with colleagues, the spirit of collaboration and help, is important.

Regarding the systematic part, the significance of the chi-square test in both cases (table 4a and table 5a) is due to the sample size, which the larger it is, the greater the probability of rejecting it. However, the global adjustment measures (table 4b and table 5b) are similar in both models, reaching adequate levels in the SRMR index (0.063 and 0.098 respectively), evidencing the suitability of the obtained estimates, that is, without considering the other measures. With respect to the incremental adjustment, there is a clear advantage for the alternative model, giving higher indices than in the original (table 4b and table 5b). Regarding parsimony, the PGFI and PCFI indices are higher in the alternative model, due to the lower number of parameters to be estimated.

Through the analysis of the results, it can be concluded that the organizational climate is important in the management of human resources, this is also proposed by Zambrano et al. (2017), in their study, they affirm that the organizational climate occupies a relevant space in the management of organizations, it is important to know it, in order to achieve high job performance, increase commitment and cooperation between employees so that they feel part of a successful working group. Macías and Vanga (2021), highlight the importance of the study of the organizational climate and motivation within organizations since it allows establishing what is necessary for the

fulfillment of organizational objectives, determining the strategies to be used, and the necessary actions that allow fulfilling the organizational mission and vision.

This research is a contribution to the entity under study since its results generate information that will help develop the necessary changes within the organization for better management. This is also explained by the study by Fajardo et al. (2020), where they argue the importance of studying the organizational climate within the health sector since it is considered as a strategic tool that provides information in relation to the processes that determine behaviors within the organization, helping the permanent improvement of the institution. In addition, this study carried out in the health area could lead to a better quality of service delivered to users, who in turn are workers from other institutions, this would lead to an increase in the quality of life of all of them.

Agudelo et al. (2020), in their study, included the perception of users of health institutions, concluding that having a satisfactory organizational climate does not necessarily guarantee that users perceive the same in the health care they receive. Unlike the study by Agudelo et al. (2020), this research does not include the perception of the users, but it does include the satisfaction of the employees that could affect the perception of the users when they receive the attention of these health workers.

Interpersonal trust has not been statistically relevant in the studied contexts, probably giving indications that for health workers it is not that necessary when carrying out daily tasks, but appears gradually as objectives are achieved.

As a suggestion for future research, it would be necessary to consider how the type of worker influences the model, be it health, administrative or managerial personnel, an aspect not considered in this study. The variable Interpersonal trust has not been found to be significant, thus this variable could be eliminated and another one related to organizational behavior could be sought.

Acknowledgments: Universidad del Bío - Bío, Concepción, Chile.

References

- Adriazola, F., López, M., Rojas, R., & Bustamante, M. (2019). Percepción del clima organizacional en atención primaria de salud en la región del Maule, Chile. *Empresarial*, 13(1), 13-21. <https://doi.org/10.23878/empr.v13i1.146>
- Agudelo, R., Echeverry, C., Echeverry, C., Beltrán, W., & Moreno, M. (2017). Clima organizacional en un hospital público de Quindío Colombia. *Cad. Bras. Ter. Ocup.*, São Carlos, 25(3), 461-467. <http://dx.doi.org/10.4322/2526-8910.ctoAO0989>
- Agudelo, R., Peña, P., Hoyos, C., & Jiménez, M. (2020). Clima organizacional y percepción de la calidad en una institución de salud de la ciudad de Manizales 2018-2019. *Archivos de Medicina (Manizales)*, 20(2), 397-409. <https://doi.org/10.30554/archmed.20.2.3473>.
- Araya, M., & Medina, A. (2019). Satisfacción laboral y clima organizacional en funcionarios de atención primaria de salud de una comuna en Chile. *Revista Médica de Risaralda*, 25(2), 84. <https://doi.org/10.22517/25395203.19311>
- Bernal, I., Pedraza, N., & Sánchez, M. (2015). El clima organizacional y su relación con la calidad de los servicios públicos de salud: diseño de un modelo teórico. *Estudios Gerenciales*, 31(134), 8-19. <https://bit.ly/3ySYiFz>
- Bravo, M., Peiró, J.M., & Rodríguez, I. (2002). Satisfacción laboral. En Peiró, J.M. y Prieto, F. (Eds.), *Tratado de Psicología del Trabajo* (pp. 343-394). Vol. I: La actividad laboral en su contexto. Síntesis.
- Bustamante-Ubilla, M., Grandón, M., & Lapo, M. (2015). Caracterización del clima organizacional en hospitales de alta complejidad en Chile. *Estudios Gerenciales*, 31(137), 432-440. <https://bit.ly/36w0abd>

- Castro, M., & Martins, N. (2010). The relationship between organisational climate and employee satisfaction in a South African information and technology organization. *SA Journal of Industrial Psychology*, 26(1), 1-9. <https://doi.org/10.4102/sajip.v36i1.800>
- Chiang, M., Salazar, M., Huerta, P., & Núñez, A. (2008). Clima organizacional y satisfacción laboral en organizaciones del sector estatal (Instituciones Públicas). Desarrollo, adaptación y validación de instrumentos. *Revista Universum*, 3(23), 67-86. <http://dx.doi.org/10.4067/S0718-23762008000200004>
- Chiang, M., Salazar, M., & Martin, M., & Núñez, A. (2011). Clima organizacional y satisfacción laboral. Una comparación entre hospitales públicos de alta y baja complejidad. *Salud de los trabajadores.*, 19(1). <https://bit.ly/2VHJpYx>
- Coronel, J., Ayay, G., & Milla, M. (2020). Clima organizacional, satisfacción laboral y gestión administrativa en los órganos de apoyo de una universidad pública. *Revista de la Universidad del Zulia*, 11(31), 52-70. <https://doi.org/10.46925/rdluz.31.05>
- Covey, S., & Merrill, R. (2007). *El factor confianza. El valor que lo cambia todo*. Paidós.
- Escobedo-Portillo, M. T., Hernández-Gómez, J. A., Estebané- Ortega, V., & Martínez-Moreno, G. (2016). Modelos de ecuaciones estructurales: Características, fases, construcción, aplicación y resultados. *Ciencia & trabajo*, 18(55), 16-22. <https://dx.doi.org/10.4067/S0718-24492016000100004>
- Fajardo, G., Almache, V., & Olaya, H. (2020). Clima organizacional en las instituciones de salud desde una perspectiva teórica. *Revista Científica UISRAEL*, 7(1), 153-164. <https://doi.org/10.35290/rcui.v7n1.2020.200>
- Fritzsche, B. A., & Parrish, T. J. (2005). Theories and Research on Job Satisfaction. In Brown, R. a Lent, R. (Eds.), *Career Development and Counseling: Putting Theory and Research to Work* (pp. 180-202). Wiley.
- García, M. (2009). Clima organizacional y su diagnóstico: Una aproximación conceptual. *Cuadernos de Administración* (42). <https://bit.ly/3ilH6lB>
- Goncalves, A. (1997). Dimensiones del clima organizacional. Prentice Hall. <https://bit.ly/3edZ87O>
- Harrison, D., Newman, D., & Roth, P. (2006). How important are job attitudes? Meta-analytic comparisons of integrative behavioral outcomes and time sequences. *Academy of Management Journal*, 49(2), 305-325. <https://doi.org/10.5465/AMJ.2006.20786077>
- Hosie, P., Sevastos, P., & Cooper, C. (2007). The 'Happy productive worker thesis' and Australian managers. *Journal of Human Values*, 13(2), 151-176. <https://doi.org/10.1177/097168580701300207>
- Hospinal, S. (2013). Clima organizacional y satisfacción laboral en la empresa F y D Inversiones S.A.C. *Industrial Data*, 16(2), 75-78. <https://bit.ly/3wDY2J5>
- Jeung, D. Y. & Chang, S. J. (2021). Moderating Effects of Organizational Climate on the Relationship between Emotional Labor and Burnout among Korean Firefighters. *International Journal of Environmental Research and Public Health*, 18(3), 914. <https://doi.org/10.3390/ijerph18030914>
- Judge, T., Weiss, H., Kammeyer-Mueller, J., & Hulin, C. (2017). Job attitudes, job satisfaction, and job affect: A century of continuity and of change. *Journal of Applied Psychology*, 102(3), 356-374. <https://doi.org/10.1037/apl0000181>
- Kammeyer-Mueller, J., Wanberg, C., Glomb, T., & Ahlburg, D. (2005). The role of temporal shifts in turnover processes: it's about time. *Journal of Applied Psychology*, 90(4), 644-658. <https://doi.org/10.1037/0021-9010.90.4.644>
- Koys, D., & Decottis, T. (1991). Inductive measures of psychological climate. *Human Relations*, 44(3), 265-385.
- Macías, E., & Vanga, M. (2021). Clima organizacional y motivación laboral como insumos para planes de mejora institucional. *Revista Venezolana de Gerencia*, 26(94), 548-567. <https://doi.org/10.52080/rvgluzv26n94.6>
- Manosalvas, C., Manosalvas, L., & Nieves, J. (2015). El clima organizacional y la satisfacción laboral: un análisis cuantitativo riguroso de su relación. *AD-minister* (26), 5-15. <https://doi.org/10.17230/ad-minister.26.1>

- Meza, E. (2017). Análisis en la percepción del género entre clima organizacional y satisfacción laboral del sector industrial. *Comuni@cción*, 8(2), 148-158. <https://bit.ly/2T5Cmrq>
- Ministerio de Salud, Chile (2013). Norma general técnica sobre criterios de clasificación según nivel de complejidad de establecimientos hospitalarios. Gobierno de Chile. <https://bit.ly/2VCnlym>
- Mishra, A., & Spreitzer, G. (1998). Explaining how survivors respond to downsizing: The roles of trust, empowerment, justice, and work redesign. *The Academy of Management Review*, 23(3), 567-588. <https://doi.org/10.2307/259295>
- Misztal, B. (1996). *Trust in modern societies: the search for the bases of social order*. Blackwell.
- Lewicki, R., McAllister, D., & Bies, R. (1998). Trust and distrust: new relationships and realities. *Academy of Management Review*, 23(3), 438-458. <https://doi.org/10.5465/AMR.1998.926620>
- Lewin, K. (1936). *Principles of Topological Psychology*. McGraw Hill Book Co.
- Li, Y., Huang, H., & Chen, Y. Y. (2020). Organizational climate, job satisfaction, and turnover in voluntary child welfare workers. *Children and Youth Services Review*, 119, <https://doi.org/10.1016/j.childyouth.2020.105640>.
- Locke, E. (1976). *The nature and causes of job satisfaction*, in Dunnette. *Handbook of industrial and organizational psychology*. Rand McNally College Ed.
- Pedraza, N. (2018). El clima organizacional y su relación con la satisfacción laboral desde la percepción del capital humano. *Revista Lasallista de Investigación*, 15(1), 90-101. <https://doi.org/10.22507/rli.v15n1a9>
- Pedraza, N. (2020). El clima y la satisfacción laboral del capital humano: factores diferenciados en organizaciones públicas y privadas. *Innovar*, 30(76), 9-24. <https://doi.org/10.15446/innovar.v30n76.85191>
- Piédrola, G. (2015). *La salud y sus determinantes. Concepto de Medicina Preventiva y Salud Pública*. Elsevier Masson.
- Porter, L. (1962). Job attitudes in management: I. Perceived deficiencies in need fulfillment as a function of job level. *Journal of Applied Psychology*, 46(6), 375-384. <https://doi.org/10.1037/h0047808>
- Pujol-Cols, J., & Dabos, G. (2018). Satisfacción laboral: una revisión de la literatura acerca de sus principales determinantes. *Estudios Gerenciales*, 34(146), 3-18. <https://doi.org/10.18046/j.estger.2018.146.2809>
- Razeto, A. (2016). Confianza interpersonal entre los miembros de una escuela: valor básico y olvidado por las reformas educativas. *Actualidades Investigativas en Educación*, 16(1). <http://dx.doi.org/10.15517/aie.v16i1.21926>
- Robbins, S. (2004). *Comportamiento organizacional*. Pearson Education.
- Rousseau, D., Sitkin, S., Burt, R., & Camerer, C. (1998). No so different after all: A cross-discipline view of trust. *Academy of Management Review*, 23(3), 393-404. <https://doi.org/10.5465/AMR.1998.926617>
- Segredo, A. (2013). Clima organizacional en la gestión del cambio para el desarrollo de la organización. *Revista Cubana de Salud Pública*, 39(2), 385-393. <https://bit.ly/3ea2oRG>
- Serrano, V., Ortega, P., Reyes, I., & Riveros, A. (2015). Traducción y adaptación al español del cuestionario de satisfacción laboral para profesores. *Acta de Investigación Psicológica*, 5(3), 2112-2123. [https://doi.org/10.1016/s2007-4719\(16\)30004-7](https://doi.org/10.1016/s2007-4719(16)30004-7).
- Tsaousis, I., Nikolaou, I., Serdaris, N., & Judge, T. A. (2007). Do the core selfevaluations moderate the relationship between subjective well-being and physical and psychological health? *Personality and Individual Differences*, 42(8), 1441-1452. <https://doi.org/10.1016/j.paid.2006.10.025>
- Werner, J., & Whitener, E. (1998). Managers as initiators of trust: An exchange relationship framework for understanding managerial trustworthy behavior. *Academy of Management*, 24(1), 99-116. <https://doi.org/10.5465/amr.1998.926624>
- Winslow, C. E. A. (1920). The Untilled Fields of Public Health. *Science*, 51, 23-33. <http://dx.doi.org/10.1126/science.51.1306.23>
- Zambrano, J., Ramón, M., & Espinoza-Freire, E. (2017). Estudio sobre el clima organizacional en los docentes de la Universidad Técnica de Machala. *Universidad y Sociedad*, 9(2), 163-172. <https://bit.ly/3i4URon>