



Clima organizacional y desempeño laboral como determinantes para el desarrollo en las organizaciones

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Resumen:

El objetivo de esta investigación fue analizar la relación entre el clima organizacional y el rendimiento laboral en una organización del sector comercial de la ciudad de Cartagena, basándose en teorías motivacionales clásicas y contemporáneas. La metodología utilizada fue cuantitativa, con un diseño correlacional y transversal. La muestra para este estudio fue de 109 empleados, seleccionados mediante muestreo estratificado, y se utilizó un cuestionario estructurado para la recopilación de datos. Los resultados mostraron una correlación positiva significativa entre el clima organizacional y el rendimiento ($r = 0,739$, $p < 0,01$). El liderazgo ($\beta = 0,462$) y la comunicación ($\beta = 0,281$) fueron los factores más influyentes. Destacan los altos niveles de responsabilidad y actitud, lo que evidencia el compromiso y la motivación de los colaboradores. Se concluye que un entorno organizacional favorable promueve el rendimiento, por lo que se recomienda implementar políticas de gestión humana centradas en mejorar el liderazgo, la comunicación y las condiciones de trabajo.

Palabras clave: clima organizacional, desempeño laboral, motivación, teorías motivacionales, talento humano.

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Organizational Climate and Job Performance as Determinants for Development in Organizations

Abstract:

The purpose of this research was to analyze the relationship between organizational climate and work performance in an organization of the commercial sector in the city of Cartagena, based on classical and contemporary motivational theories. The methodology used was quantitative, with a correlational and cross-sectional design. The sample for this study was 109 employees, selected by stratified sampling, and a structured questionnaire was used for data collection. The results showed a significant positive correlation between organizational climate and performance ($r = 0.739$, $p < .01$). Leadership ($\beta = 0.462$) and communication ($\beta = 0.281$) were the most influential factors. High levels of responsibility and attitude stand out, evidencing commitment and motivation in the collaborators. It is concluded that a favorable organizational environment promotes performance, so it is recommended to implement human management policies focused on improving leadership, communication and working conditions.

Keywords: organizational climate, work performance, motivation, motivational theories, human talent.

Clima Organizacional e Desempenho no Trabalho como Determinantes para o Desenvolvimento nas Organizações

Resumo:

Estudo interdisciplinar de Economia Política, Macroeconomia, Política Econômica e Sociologia Econômica sobre a revisão de ferramentas para medir a atividade econômica e o bem-estar desfrutado, superando assim os vieses dos indicadores tradicionais de contabilidade nacional dominante, como o produto interno bruto (PIB). Esse instrumento foi projetado para economias agrárias e industriais estáticas, e não para economias dinâmicas de serviços e experiências, como tem sido incentivado pela globalização e digitalização. Este estudo sistematiza os principais vieses do PIB, bem como os de outras ferramentas mais realistas e ajustadas da contabilidade nacional e dos índices internacionais, que também fornecem indicadores de tendências, permitindo um melhor estudo e gestão de políticas macroeconômicas e econômicas.

Palavras-chave: clima organizacional, desempenho no trabalho, motivação, teorias motivacionais, talento humano.



1. INTRODUCTION

Organizational climate has become a key factor in understanding the internal functioning of organizations and its impact on employee behavior. It is understood as the employees' shared perception of the practices, policies and dynamics that shape their work environment. These perceptions directly influence motivation, well-being and performance, both individually and collectively, and therefore the overall results of the organization (Schneider, Ehrhart & Macey, 2013; Chiavenato, 2009).

In a global scenario marked by constant technological transformations and a highly competitive market, organizations face the challenge of adapting quickly without losing sight of the importance of human talent as their main strategic resource (Chiavenato, 2017). In this context, the organizational climate acquires a central role, acting as a mediator between the internal conditions of the company and the productivity of its collaborators (Robbins & Judge, 2019) (Morelos, Cardona & Lora, 2024).

Authors such as Litwin and Stringer (1968), Likert and Gibson (1986) and Chiavenato (2000, 2002) agree that the work climate responds not only to structural or physical factors, but also to subjective components such as communication, leadership style, perception of fairness and sense of belonging. A favorable organizational environment can strengthen commitment, improve job satisfaction and reduce turnover, while a climate perceived as negative tends to generate demotivation, conflicts and low performance (Méndez, 2006; Rodríguez Martínez et al., 2020).

From the field of organizational psychology, several motivational theories have contributed to explain how environmental conditions influence work behavior and performance. Self-determination theory (Deci & Ryan, 1985) highlights the importance of autonomy and intrinsic motivation; Vroom's expectancy theory (1964) states that effort is related to expected rewards, while Herzberg (1959) distinguishes between hygiene and motivational factors that condition satisfaction. Likewise, Bandura (1986) highlights the role of self-efficacy as a predictor of performance, and the job characteristics model proposed by Hackman and Oldham (1980) points out that variety, task identity

and feedback have a direct impact on internal motivation.

These theoretical approaches agree that job performance cannot be understood solely by the employee's technical competencies, but also from the organizational conditions that surround him/her. Alvarez (2005) and Gonzalez (2020) argue that when individual objectives are aligned with organizational goals, and a stimulating environment is provided, performance levels tend to increase significantly.

In the Latin American context, recent studies have shown that organizational culture, socioeconomic conditions and leadership style influence the configuration of the work climate (Zapata Terán & Tovar Molina, 2024; Ortega, 2022). In Colombia, particularly, research such as those of García Solarte (2009) and Rodríguez (2018) have demonstrated the relevance of these factors in sectors such as education, business and services.

Global scenarios and dizzying changes at the technological level have led organizations to face challenges and challenges in order to remain competitive, which is why the role of human talent as a strategic axis is even more valued (Chiavenato, 2017). In this context, CO is the platform that supports those valuable elements that are located in the attitudes, motivation and performance of workers (Robbins & Judge, 2019; García Solarte, 2009). This concept, which is defined as the perception of employees with respect to their work environment and which has a great impact on their attitudes and therefore, on the results at the business level (Schneider, Ehrhart & Macey, 2013; Litwin & Stringer, 1968).

Academic references show great similarity in that the CO has great influence on the satisfaction, motivation, performance and productivity of employees (Zambrano Campoverde, Ramón Pineda & Espinoza-Freire, 2017; Hellriegel & Slocum, 2011). According to Méndez (2006), this positive environment not only has incidence those aspects of a structural and physical nature, but also elements of a subjective nature such as communication, leadership, justice and institutional support. In the same sense, Likert and Gibson (1986) and Chiavenato (2000, 2002) state that the psychological structure of the work environment has a direct impact on performance and personal commitment.

Contemporary motivational studies support this conception. According to the self-determination theory (1985), it emphasizes the importance of intrinsic motivation and the autonomy that the employee must have; Vroom (1964) considers that the employee's effort is related to his expectations regarding the result to be achieved and its benefits. Herzberg (1959) differentiates between hygienic and motivational factors that can potentiate or block his work capacity. These theories in their analysis of positive CO stimulate motivation, commitment and the achievement of objectives at the organizational level (Ryan & Deci, 2000; Latham & Pinder, 2005).

For the case of Latin America (LA) authors such as Zapata Terán & Tovar Molina, (2024); García Solarte, (2009) recognize the importance of OC in specific sectors such as education and business where a very important correlation is identified between a pleasant environment and increased labor productivity. For the case of Colombia Rodríguez, (2018); Ortega (2022) have evidenced that the physical environment, organizational structure and social relations are determining aspects in work performance. The purpose of this study is to analyze the relationship between organizational climate and work performance from a motivational theories approach; likewise this study seeks to provide empirical evidence that leads to the development of improvement plans for organizations that allow strengthening the management of human talent and promote more positive and motivating work environments.

2. METHODOLOGY

The research has a quantitative approach, with a descriptive and explanatory scope, aimed at understanding the organizational climate within a company in the commercial sector, located in the city of Cartagena. The population consisted of 150 collaborators belonging to different areas: administrative, operational and commercial. This information was provided by the human talent area and constituted the starting point for the sampling process.

In order to obtain representative results and reduce the margin of error, the statistical formula proposed by Hernández, Fernández and Baptista (2022) was used, establishing a margin of error of 5% and a confidence

level of 95%. The calculation determined that the sample should be composed of 109 participants. For its selection a stratified sampling was applied, which allowed to proportionally include each of the areas and hierarchical levels of the company, ensuring a more complete and objective view of the organizational environment, as proposed in their studies by Kerlinger and Lee (2002) and Babbie, (2010) and (Creswell, 2014).

3. RESULTS AND DISCUSSION

The following tables show the results related to organizational climate, work performance and the correlation between these factors. In this order of ideas, the main findings of the study on organizational climate and its relationship with work performance are presented.

	Dimension	Media	Standard Deviation
1	Leadership	3,98	0,45
2	Motivation	3,75	0,5
3	Participation	3,6	0,48
4	Communication	3,8	0,46
5	Physical Conditions	3,26	0,53

Table 1. Descriptive statistics of organizational climate

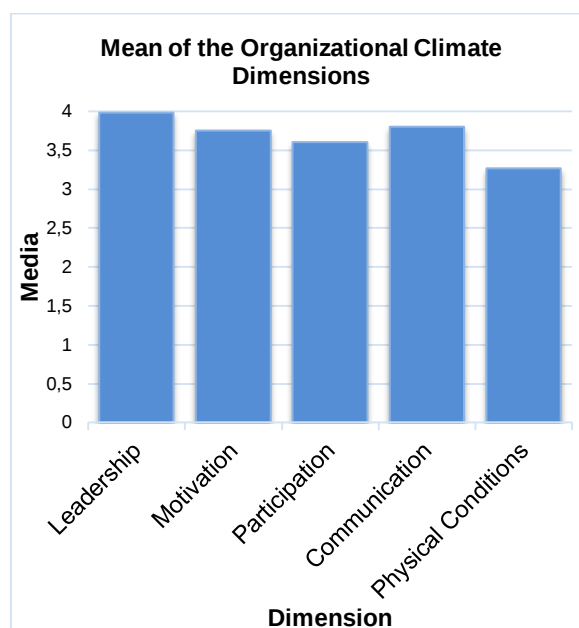


Figure 1: Mean of the Organizational Climate Dimensions.
Fuente: autores.



3.1 organizational climate.

The results show how employees perceive different aspects of the work environment. Among the factors evaluated, leadership obtained the highest average score ($M = 3.98$), which reflects a positive evaluation of the management of the area managers. This perception indicates that the leaders have a relevant role in the orientation, accompaniment and decision making within the work teams.

On the other hand, the physical conditions of the work environment were the lowest rated aspect ($M = 3.26$), suggesting that there are limitations related to infrastructure, technological resources or furniture. This contrast shows that, although the human aspects of the climate are well perceived, the material environment requires attention from the organization.

These findings are in line with what Herzberg (1959) proposed in his two-factor theory, which distinguishes between motivational elements (such as recognition or achievement) and hygiene factors (such as the physical environment), which are necessary to avoid dissatisfaction. While motivational factors can drive performance, the lack of appropriate conditions can weaken that drive. The table identifies the averages and standard deviations in factors such as leadership, motivation, participation, communication and physical conditions. It can be seen that the leadership factor obtained the highest mean ($M = 3.98$), a favorable evaluation by employees of the management of their area or department managers. On the contrary, the physical conditions factor reached the lowest mean ($M = 3.26$), showing limitations in the physical work environment and suggests opportunities for improvement at the level of physical and technological infrastructure. These findings are in line with Herzberg's (1959) bifactor theory, distinguishing between motivational factors, associated with job content and recognition, and hygienic factors, linked to the work context, given that their non-presence can generate dissatisfaction, although their presence does not necessarily motivate in a sustained manner.

	Dimension	Media	Standard Deviation
1	Punctuality	3,85	0,42
2	Fulfillment of tasks	3,9	0,44
3	Attitude	4	0,41
4	Collaboration	3,95	0,43
5	Responsibility	4,05	0,39

Table 2. Descriptive statistics of job performance

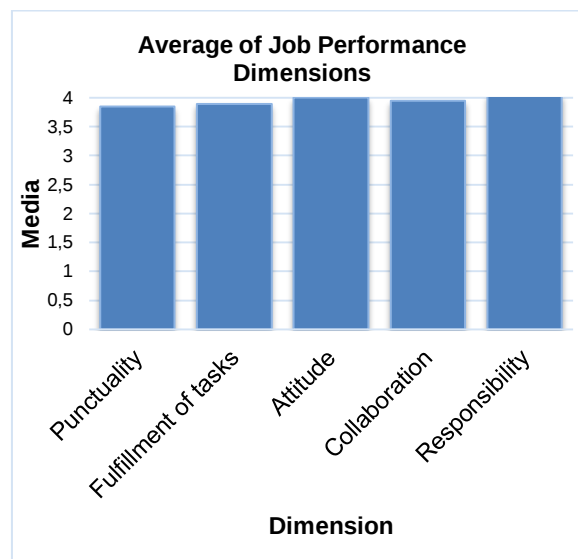


Figure 2: Average of Job Performance Dimensions.

Fuente: autores.

3.2 Job performance

In terms of performance, the highest rated factors were responsibility ($M = 4.05$) and attitude towards work ($M = 4.00$). These scores indicate a high level of commitment and willingness on the part of employees to perform their duties. They also reflect an internalization of duty and a strong link to the organization's objectives.

This behavior is in line with Deci and Ryan (1985), who emphasize that motivation is strengthened when the worker finds meaning in his activities, perceives autonomy and receives support from his environment. The combination of responsibility and positive attitude suggests a climate that favors self-regulation and sustained performance.

	Climate Dimension	Correlation with Performance
1	Leadership	0,68
2	Motivation	0,59
3	Participation	0,55
4	Communication	0,66
5	Physical Conditions	0,42

Table 3. Correlation between organizational climate and job performance

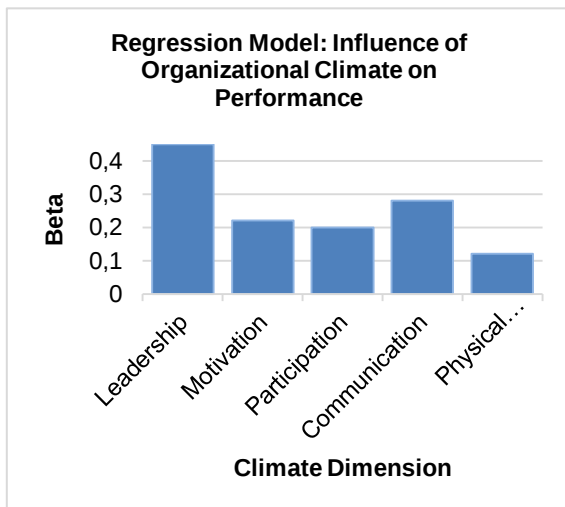


Figure 3: Regression Model: Influence of Organizational Climate on Performance. **Fuente:** autores.

3.3 Relationship between organizational climate and performance

Correlation analysis yielded a positive and significant relationship between organizational climate and work performance ($r = 0.739$, $p < .01$). This empirically confirms that work environments perceived as favorable tend to generate better results in terms of commitment, goal fulfillment and professional behavior.

Among the factors analyzed, leadership and communication showed the strongest links with performance. This reinforces the idea that close accompaniment by leaders, as well as clear and timely communication, are central aspects in the management of human talent. In line with Vroom (1964), these elements increase the expectation of success and the value that workers place on their work, strengthening motivation and effort.

3.4 Discussion

The findings of this research allow affirming that there is a direct and significant relationship between organizational climate and work performance, in accordance with what has been proposed by various authors in the field of human talent management (Chiavenato, 2017; Robbins & Judge, 2019). Among the factors analyzed, leadership turned out to be the most influential in explaining performance ($\beta = 0.462$, $p < .01$), which reinforces the approaches on transformational leadership, in which the leader is recognized as an inspirational agent, capable of aligning his team with the institutional objectives (Wright & Nishii, 2013).

Similarly, organizational communication ($\beta = 0.281$, $p < .05$) is positioned as a key variable for the coordination of processes, conflict management and the construction of stable work relationships. This evidence coincides with what has been raised by Schneider, Ehrhart and Macey (2013), who emphasize the role of communication in the consolidation of healthy work climates. It also relates to Vroom's (1964) expectancy theory, which highlights how the perception of fair and attainable rewards strengthens motivation.

The significant correlation between organizational climate and performance ($r = 0.739$, $p < .01$) is in line with Deci and Ryan (1985), who argue that contexts that promote autonomy, a sense of competence and positive relationships favor intrinsic motivation. This idea is reinforced by the high levels of responsibility ($M = 4.05$) and attitude ($M = 4.00$), which indicate that employees feel committed, valued and achievement-oriented.

However, the least valued factor was physical conditions ($M = 3.26$), which reveals opportunities for improvement in aspects such as infrastructure, equipment and comfort of the work space. This situation is related to Herzberg's (1959) two-factor theory, which warns about the negative effects of deficiencies in hygienic factors, which, although they do not motivate, do affect overall worker satisfaction.

In this same framework, the ideas of Hackman and Oldham (1980) are relevant, linking task design with perceived usefulness, autonomy and feedback. The high valuation of leadership and attitude allows



inferring that employees perceive their functions as meaningful and coherent with the organization's purposes.

Taken together, these results validate the principles of strategic human talent management (Ulrich, 2013; Chiavenato, 2017), by evidencing that job performance is closely linked to the quality of the internal environment and the coherence between organizational culture, management practices and strategic objectives. Thus, strengthening the organizational climate emerges as an effective way to enhance commitment, performance and institutional sustainability.

4. CONCLUSIONS

The study confirms that organizational climate has a significant influence on job performance, supporting both classical theoretical frameworks and contemporary approaches to talent management. The most highly rated dimensions, such as leadership and communication, reveal that an environment characterized by trust, support and clarity significantly boosts employee motivation and commitment.

It was also evident that responsibility and attitude are a reflection of an environment where people feel they are an active part of the organizational purpose. In contrast, the physical conditions of the environment show an area of attention that, although not critical, does require adjustments to avoid negative effects on the general perception of the climate.

The results reinforce the importance of aligning human management policies with a solid organizational culture focused on the development of human capital. Improving the organizational climate should not be assumed as an isolated intervention, but as a continuous and structural strategy to foster sustainable, motivating and competitive work environments.

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