

Organizational climate and its relationship with job satisfaction in human talent of the National Board of Justice

[Clima organizacional y su relación con la satisfacción laboral en el talento humano de la Junta Nacional de Justicia]

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Resumen

Este trabajo busca encontrar la relación que existe entre el clima organizacional y la satisfacción laboral del talento humano de la Junta Nacional de Justicia (JNJ). Se optó por una ruta cuantitativa, básica, descriptiva-correlacional, diseño no experimental y corte transversal. En la recopilación de datos se aprovechó como técnica la encuesta y el cuestionario fue el instrumento. La muestra se conformó de 77 trabajadores de la JNJ. Los hallazgos exhibieron que, el 74% de trabajadores se sienten satisfechos con el clima laboral y el 96.1% se encuentran altamente satisfecho en el trabajo. Asimismo, se determinó que, la variable independiente clima organizacional y sus dimensiones condiciones laborales, supervisión, comunicación, realización personal e involucramiento laboral no se relacionan significativamente con la variable dependiente satisfacción laboral, ya que obtuvieron valores altos y mayores que el rango estadístico de significancia 0,05. La investigación concluyó que, el clima organizacional y las dimensiones, realización personal, involucramiento laboral, supervisión, comunicación y condiciones laborales no tienen una relación significativa con la satisfacción laboral, lo cual, es necesario aplicar estrategias y medidas que optimicen cada uno de estos factores en la organización.

Palabras clave: Talento humano, comunicación, condiciones laborales, clima organizacional, satisfacción laboral.

Abstract

This work seeks to find the relationship between organizational climate and satisfaction of the talents of the National Board of Justice (JNJ). A quantitative, basic, descriptive-correlational, non-experimental, cross-sectional, quantitative research was applied. The data collection technique used was a survey and the instrument used was a questionnaire. The sample consisted of 77 collaborators of the National Board of Justice. The findings showed that 74% of the workers feel satisfied with the work environment and 96.1% are highly satisfied at work. It was also determined that the independent variable organizational climate and its dimensions working conditions, supervision, communication, personal fulfillment and work involvement were not significantly related to the dependent variable job satisfaction, since they obtained high values greater than the statistical range of significance 0.05. The research concluded that the organizational climate and the dimensions, personal fulfillment, work involvement, supervision, communication and working conditions do not have a significant relationship with job satisfaction, which is why it is necessary to apply strategies and measures that optimize each of these factors in the organization.

Keywords: Organizational climate, job satisfaction, human talent, communication, working conditions.

1. Introduction

Currently, many organizations have problems with the organizational climate, because they do not have a humanized management of human talent, the lack of actions to benefit the attention of staff as an important factor in any organization negatively affects the productivity and profitability of this (Daza, Beltrán and Silva, 2021).

Therefore, the work environment is one of the fundamental elements of any company, since it directly affects all the tasks and procedures that involve the members of this, Pan American Health Organization (PAHO, 2020). Increasingly, public and private companies are searching for competitive alternatives, since they have low productivity, less profitability and poor market positioning (Simbron and Sanabria, 2020).

Therefore, when there is a bad work environment, it not only harms the internal results of companies, such as the job satisfaction of human resources, but also external factors, such as competitiveness, (Govea and Doménica, 2020). In this sense, the organizational climate is one of the variables analyzed by organizations so that a high level of job satisfaction is achieved (García, Vesga and Gómez, 2021).

Around the world, the level of job satisfaction is estimated at only 32.9% of staff in global companies, which becomes a concern, since they must apply greater opportunities and benefits for human resources, which can reduce stress, rotation, among others, (Daza, Beltrán and Silva, 2021). In the annual report called *The future of the global workforce (2022)*, the Adecco group analyzed the opinions of employees in 25 countries. This survey showed the global satisfaction level was 69%, with the most satisfied countries being China, Brazil and Turkey, compared to lower levels of satisfaction in Japan, France, Greece and Italy, (The Adecco Group, 2022).

For their part, most organizations are affected in the organizational climate by the lack of strategies and management of human talent in the processes linked to the development of workers, communication, supervision, work involvement and working conditions, which can affect worker satisfaction. Affecting worker satisfaction can also have a negative impact on job performance (Iglesias, Torres and Mora, 2021). Among the common factors of a bad work environment in public organizations is the lack of organization and communication, which generates low performance, motivation, and staff performance (Jufrizen and Pratiwi, 2021).

In the public sector, the work environment is considered a fundamental factor of general perception based on the performance and relationships of human talent, which requires that evaluations be applied to know how such an indicator is and how it affects job satisfaction (González, et al, 2021).

For public companies, the organizational climate is one of the variables with the greatest problem in human resource management, since the staff is not satisfied with the conditions of the work environment and the benefits received (Mamani, 2019). Therefore, nowadays, companies increasingly find themselves in the need to apply measures and methods that can achieve greater competitiveness, productivity and innovation, in such a way that they allow them to meet market requirements. In this sense, organizations must develop periodic evaluations of both the climate and satisfaction for decision making, because this is not carried out directly with the human resource but rather in their operational areas (Daza, Beltrán and Silva, 2021). However, there is little research on climate and job satisfaction applied to public companies, since many studies focused especially on private companies (Daza, Beltrán and Silva, 2021).

During the COVID-19 pandemic, in Peru, public companies focused on the application of occupational health and safety measures, without taking into account evaluations of the work environment and staff satisfaction (Quispe, 2020).

In the case of the JNJ, an autonomous State agency, it annually executes a staff training plan and periodic evaluations of work performance, without taking into account the climate and satisfaction in the work; Therefore, it became necessary to carry out this work, which questioned the following as a general problem: What is the relationship between organizational climate and job satisfaction of the human talent of the JNJ?, taking into account specific level problems such as: (a) Which is the relationship between personal fulfillment and job satisfaction of the JNJ's human talent? (b) What is the relationship between work involvement and job satisfaction of the JNJ's human talent?; (c) What is the relationship between supervision and job satisfaction of the JNJ's human talent?; (d) What is the relationship between communication and job satisfaction of the JNJ's human talent?; (e) What is the relationship between working conditions and job satisfaction of the JNJ's human talent?

The general objective of this work is to know the relationship between organizational climate and job satisfaction of the human talent of the JNJ; the specific objectives were: (a) to know the relationship between personal fulfillment and job satisfaction of the human talent of the JNJ; (b) Know the relationship between work involvement and job satisfaction of the JNJ's human talent; (c) Know the relationship between supervision and job satisfaction of the JNJ's human talent; (d) Know the relationship between communication and job satisfaction of the JNJ's human talent; (e) Know the relationship between working conditions and job satisfaction of the JNJ's human talent.

On the other hand, the following hypothesis was proposed at a general level: The organizational climate is significantly related to the job satisfaction of the JNJ's human talent; while, the specific hypotheses were: (a) Personal fulfillment is significantly related to the job satisfaction of the JNJ's human talent; (b) Work involvement is significantly related to the job satisfaction of JNJ's human talent; (c) Supervision is significantly related to the job satisfaction of the JNJ's human talent; (d) Communication is significantly related to the job satisfaction of JNJ's human talent; (e) Working conditions are significantly related to the job satisfaction of JNJ's human talent.

2. Materials and Methods

The present study was considered quantitative, basic, descriptive-correlational with a non-experimental and cross-sectional design, given that two variables were measured, namely, organizational climate and job satisfaction to know the association between both and their dimensions through statistical results. under the application of questionnaires to the sample.

The population was made up of 95 collaborators who make up the JNJ, the sample size was obtained using the following equation:

$$n = \frac{N\sigma^2 Z^2}{e^2(N-1) + \sigma^2 Z^2}$$

The 95% confidence range was considered, $Z = 1.96$ and 5% maximum error allowed, obtaining a sample of 77 JNJ collaborators.

To collect the information, the survey and questionnaire were used, the technique and instrument being concerned, which assessed the organizational climate variable, the validated questionnaire of the CL-SPC scale was used, made up of 50 questions with the purpose of analyzing the work

environment and those elements linked to working conditions, personal fulfillment, work involvement, communication and supervision (Palma, 2004).

With respect to the job satisfaction variable, a validated SL-SPC scale questionnaire was used, consisting of 36 questions, which seeks to collect data on the dimensions, working conditions, economic benefits, personal/social recognition and significance of the task. It should be noted that this scale seeks to obtain a diagnosis of how the components of the work environment achieve the perspectives of human resources (Palma, 2005).

3. Results

As a result of the survey applied to the sample, it is evident in table 1 that 74% of the JNJ workforce have a feeling of satisfaction in reference to their work environment, while table 2 shows that, 96.1% are highly satisfied at work.

Table 1. Descriptive results of the Organizational Climate variable

		f	%	% valid	% accumulated
Valid	Half satisfied	20	26,0	26,0	26,0
	Satisfied	57	74,0	74,0	100,0
	Total	77	100,0	100,0	

Table 2. Descriptive results of the Job Satisfaction variable

		f	%	% valid	% accumulated
Valid	Satisfied	3	3,9	3,9	3,9
	very satisfied	74	96,1	96,1	100,0
	Total	77	100,0	100,0	

General Hypothesis

Alternate hypothesis (HA): The organizational climate is significantly related to the job satisfaction of JNJ's human talent.

Null hypothesis (H0): The organizational climate is not significantly related to the job satisfaction of JNJ's human talent.

In verifying the research hypothesis, Spearman was used, whose result was -0.137 and a p value (sig.) 0.234, in which case, the null hypothesis (H0) is approved, thus rejecting the alternative hypothesis (HA), which demonstrated the absence of significant association between organizational climate and job satisfaction.

Table 3. Verification of general hypothesis of both variables

			job satisfaction
Rho de Spearman	organizational climate	Coefficient	-,137
		p	,234
		N	77

Specific hypothesis 1

Alternate hypothesis (HA): Personal fulfillment is significantly related to the job satisfaction of JNJ's human talent.

Null hypothesis (H0): Personal fulfillment is not significantly related to the job satisfaction of JNJ's human talent.

In the verification of specific hypothesis 1, a coefficient value of 0.139 and a p value (sig.) of 0.227 were obtained. In this case, the null hypothesis (H0) is accepted, thus rejecting the alternative hypothesis (HA), which demonstrated between personal fulfillment and job satisfaction, the absence of significant association.

Table 4. Testing specific Hypothesis 1

			job satisfaction
		Coefficient	-,139
Rho de Spearman	personal fulfillment	p	,227
		N	77

Specific hypothesis 2

Alternate hypothesis (HA): Work involvement is significantly related to the job satisfaction of JNJ's human talent.

Null hypothesis (H0): Work involvement is not significantly related to the job satisfaction of JNJ's human talent.

In the verification of specific hypothesis 2, a coefficient value of 0.032 and a p value (sig.) of 0.781 were obtained; In this case, the null hypothesis (H0) is accepted, thus rejecting the alternative hypothesis (HA), which demonstrated the absence of a significant association between job involvement and job satisfaction.

Table 5. Testing specific Hypothesis 2

			job satisfaction
		Coefficient	,032
Rho de Spearman	Work involvement	p	,781
		N	77

Specific hypothesis 3

Alternate hypothesis (HA): Supervision is significantly related to the job satisfaction of JNJ's human talent.

Null hypothesis (H0): Supervision is not significantly related to the job satisfaction of the JNJ's human talent.

In the test of specific hypothesis 3, the coefficient value -0.160 and a p value (sig.) of 0.165 were obtained; In this case, the null hypothesis (H0) is accepted, rejecting the alternative hypothesis (HA), which demonstrated the absence of a significant association between supervision and job satisfaction.

Table 6. Specific Hypothesis Testing 3

			job satisfaction
		Coefficient	-,160
Rho de Spearman	supervision	p	,165
		N	77

Specific hypothesis 4

Alternate hypothesis (HA): Communication is significantly related to the job satisfaction of JNJ's human talent.

Null hypothesis (H0): Communication is not significantly related to the job satisfaction of JNJ's human talent.

In the test of specific hypothesis 4, a coefficient value of -0.064 and a p value (sig.) of 0.580 were obtained; In this case, the null hypothesis (H0) is approved, thus rejecting the alternative hypothesis (HA), which demonstrated the absence of a significant association between the communication dimension and the dependent variable job satisfaction.

Table 7. Specific Hypothesis Testing 4

			job satisfaction
		Coefficient	-,064
Rho de Spearman	communication	p	,580
		N	77

Specific hypothesis 5

Alternate hypothesis (HA): Working conditions are significantly related to the job satisfaction of JNJ's human talent.

Null hypothesis (H0): Working conditions are not significantly related to the job satisfaction of JNJ's human talent.

In verification of specific hypothesis 5, a coefficient value of -0.164 and a p value (sig.) of 0.154 were obtained; In this case, the null hypothesis (H0) is accepted, thus rejecting the alternative hypothesis (HA), which demonstrated the absence of significant association between working conditions and job satisfaction.

Table 8. Specific Hypothesis Testing 5

			job satisfaction
		Coefficient	-,164
Rho de Spearman	working conditions	p	,154
		N	77

4. Discussion

This work sought to know if the organizational climate is related to the job satisfaction of the human talent of the National Board of Justice (JNJ). In this sense, the statistical results of the hypothesis testing of the variables and dimensions have been compared with the findings of the study's background.

Furthermore, the results will be of great contribution to public companies, applying strategic actions in the organizational climate, specifically in the dimensions, working conditions, work involvement, personal fulfillment, communication and supervision and to achieve a higher level of job satisfaction.

In the first instance, it was obtained that 74% of JNJ officials perceive that the work environment generates satisfaction and 96.1% are highly satisfied at work.

Given this, the findings are related to the researcher by Mamani Martínez (2019), who set out to examine the association that is generated between the climate and the satisfaction of the workforce in the Regional Agrarian Directorate of Puno 2016-2017, verifying that , has a good work environment and high job satisfaction, consequently, both variables are significantly related, therefore, the better the organizational climate, the greater the job satisfaction.

Likewise, it is related to the study by Pedraza Melo (2020), whose purpose was to examine how the climate is associated with job satisfaction, demonstrating that there is a positive and significant relationship between intrinsic and extrinsic satisfaction with the dimensions of the work environment, affection and identity, in that sense, the better the work environment, the better organizational results will be obtained.

Also, in the research of Quispe Chahua (2020), he determined how the work environment was maintained in the COVID-19 pandemic in the public and private educational institutions of Ventanilla, Callao (2020), he found that there are no significant differences between the work climate variable with the dimensions, motivation, leadership and perception.

Secondly, the results of both the general and specific hypotheses of this study, with the independent variable organizational climate along with its dimensions, working conditions, work involvement, personal fulfillment, communication and supervision, have no significant relationship with the dependent variable job satisfaction. of the human talent of the National Board of Justice (JNJ), which is reflected in its coefficients and significances greater than the established statistical range of 0.05.

A relationship has been evident with the study by Arévalo Barreras, Quiroz Carhuatanta and Delgado Bardales (2021), which had the purpose of identifying the existing association between the work environment in the care area of Nosocomio 2 Banda de Chiclayo (2018), its findings showed that there is no significant association between climate and job satisfaction, in turn, with its dimensions of working conditions, work involvement, personal fulfillment, communication and supervision. Generating the organization to have low job satisfaction and low performance of human resources.

5. Conclusions

It was determined that the independent variable organizational climate is not significantly related to the dependent variable job satisfaction, which obtained a coefficient value of -0.137 and a p value (sig.) of 0.234. In this sense, the better the climate, the greater the job satisfaction; however, there are many factors of each variable that manage to have no relationship.

It was determined that personal fulfillment and job satisfaction are not significantly associated, which achieved a coefficient equal to 0.032 and a p value (sig.) of 0.781. Therefore, measures and strategies must be developed to improve personal fulfillment and thus have the human resource satisfied, with many related elements that may not have correlation.

It was determined that work involvement is not significantly associated with job satisfaction, which achieved a coefficient equal to 0.032 and a p value (sig.) of 0.781. Consequently, good work involvement must be achieved in the organization to achieve greater staff satisfaction, taking into account all the elements that make it up that cannot be related.

It was determined that supervision and job satisfaction are not significantly associated, which achieved a coefficient equal to -0.160 and a p value (sig.) of 0.165. It was concluded that the more actions are applied in the supervision of human talent management, the greater their motivation and satisfaction would be achieved; however, this may not be related.

It was determined that communication is not significantly associated with job satisfaction, obtaining a coefficient of -0.064 and p (sig.) of 0.580. This result allows us to analyze that, the more good clear and fluid communication is achieved between the staff, the better their emotional response will be; however, there are various components of communication that do not achieve a relationship.

It was determined that working conditions are not significantly associated with job satisfaction, which achieved a coefficient of -0.164 and p (sig.) of 0.154. Therefore, it is necessary to provide better working conditions, so that staff feel comfortable at work, and this is reflected in job satisfaction and performance, however, these conditions are inconsistent and fail to have a relationship.

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ANNEX 01.**Work environment questionnaire**

Nº	Ítems	None or Never (1)	A little (2)	Regular or some (3)	A lot (4)	All or Always (5)
1	There are opportunities to progress in the Institution.					
2	He feels committed to the success of the Institution.					
3	He feels committed to the success of the Institution.					
4	There is access to the information necessary to carry out the job.					
5	Coworkers cooperate with each other.					
6	The boss is interested in the success of his employees.					
7	Each worker ensures their levels of achievement at work.					
8	At the Institution, work methods are continually improved.					
9	In my office, information flows properly.					
10	Work objectives are challenging.					
11	You participate in defining the objectives and actions to achieve them.					
12	Each employee is considered a key factor for the success of the Institution.					
13	The evaluation made of the work helps to improve the task.					
14	In work groups, there is a harmonious relationship.					
15	Workers have the opportunity to make decisions on tasks for which they are responsible.					
16	High levels of performance are valued.					
17	The workers are committed to the Institution.					
18	The necessary preparation is received to carry out the work.					
19	There are sufficient communication channels.					
20	The group I work with works as a well-integrated team.					
21	Area heads express recognition for achievements.					
22	In the office, things are done better every day.					
23	The responsibilities of the position are clearly defined.					

24	Interaction with higher-ranking people is possible.					
25	You have the opportunity to do the job to the best of your ability.					
26	The activities in which we work allow the development of staff.					
27	Complying with daily tasks at work allows staff development.					
28	There is a system for monitoring and controlling activities.					
29	In the Institution, obstacles are faced and overcome.					
30	There is good management of resources.					
31	Managers promote the training that is needed.					
32	Carrying out work activities is a stimulating task.					
33	There are standards and procedures as work guides.					
34	The Institution encourages and promotes communication.					
35	The compensation is attractive compared to other organizations.					
36	The Institution promotes staff development.					
37	The products and/or services of the municipality are a source of pride for the staff.					
38	The objectives of the work are clearly defined.					
39	The superior listens to the proposals made to him.					
40	The work objectives are related to the vision of the institution.					
41	The generation of creative or innovative ideas is promoted.					
42	There is a clear definition of vision, mission and values in the Institution.					
43	The work is carried out according to established methods or plans.					
44	There is collaboration between the staff of the various offices.					
45	Technology is available that makes work easier.					
46	Achievements at work are recognized.					
47	The Institution is a good option to achieve quality of work life.					
48	There is fair treatment in the Institution.					
49	Progress is known in other areas of the Institution.					
50	Remuneration is according to performance and achievements.					

Job satisfaction questionnaire

Nº	Ítems	Total agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Total Disagree (1)
1	The physical distribution of the work environment facilitates the performance of my tasks.					
2	My salary is very low in relation to the work I do.					
3	The environment created by my colleagues is ideal to perform my duties.					
4	I feel that the work I do is right for my way of being.					
5	The task I perform is as valuable as any other.					
6	My boss(es) is/are understanding					
7	I feel bad about what I do.					
8	I feel that I receive bad treatment from the company					
9	I like working with my colleagues					
10	My job allows me to develop personally					
11	I really feel useful with the work I do.					
12	My boss's disposition is pleasant when I ask them for questions about my work.					
13	The environment where I work is comfortable.					
14	I feel that the salary I have is quite acceptable.					
15	The feeling I have about my job is that I am being exploited.					
16	I prefer to distance myself from the people I work with.					
17	I dislike my schedule					
18	I enjoy every task I do at work.					
19	I perceive the tasks I perform as unimportant.					
20	Getting along with the boss benefits the quality of work.					

21	The comfort that the work environment offers me is unmatched.					
22	Fortunately, my job allows me to meet my financial expectations.					
23	The work schedule is uncomfortable for me.					
24	Solidarity is a characteristic virtue in our work group.					
25	I feel happy about the results I achieve in my work.					
26	My job bores me					
27	The relationship I have with my superiors is cordial.					
28	In the physical environment where I am located, I work comfortably.					
29	My work makes me feel fulfilled.					
30	I like the work I do.					
31	I don't feel comfortable with my boss(es).					
32	There are the comforts for a good performance of daily tasks					
33	They do not recognize your effort if you work more than the regulatory hours.					
34	Doing my job I feel good about myself.					
35	I feel pleased with the activity I do.					
36	My boss(es) value the effort I put into my work.					