

Diagnostic of job satisfaction in a municipal council of the State of Mexico

Diagnóstico de la satisfacción laboral en un ayuntamiento municipal del Estado de México

Ordoñez-Hernández, Lucía*^a, Zenteno-Bonola, Ana Luisa^b, Aguirre-Brito, Dorian^c and García Pallares, Paola Ayleen^d

^a ROR Tecnológico Nacional de México- Instituto Tecnológico de Toluca • KXR-8389-2024 • 0000-0003-4357-7355 • 998179

^b ROR Tecnológico Nacional de México- Instituto Tecnológico de Toluca • KVB-9263-2024 • 0000-0003-3634-588X • 213685

^c ROR Tecnológico Nacional de México – Instituto Tecnológico de Toluca • AIC-9251-2022 • 0000-0002-3642-4767 • 998086

^d ROR Tecnológico Nacional de México – Instituto Tecnológico de Toluca • KXR-9076-2024 • 0009-0007-2612-7965

CONAHCYT classification:

Area: Social Sciences
 Field: Administration and business
 Discipline: Administration and management
 Subdiscipline: Business Administration

<https://doi.org/10.35429/JOCS.2024.11.30.1.12>

History of the article:

Received: September 26, 2024

Accepted: December 14, 2024






* ✉ [\[lordonezh@toluca.tecnm.mx\]](mailto:lordonezh@toluca.tecnm.mx)




Abstract

In human capital management, a required factor in the integration process is the measurement of job satisfaction. Which was the objective of this article. A method with a quantitative approach was used with a type of descriptive study using the descriptive transectional design. The instrument that was applied was the one designed by Warr, Cook and Wall (1979) which is composed of intrinsic and extrinsic factors with a scale that includes totally dissatisfied, dissatisfied, indifferent, satisfied and totally satisfied. The application was virtual and anonymous. The sample was made up of 303 people, with a confidence level of 95%. The trend of the results in general satisfaction in 85% of men and 79% of women leaned towards very satisfied or satisfied. Improvement strategies were proposed for each factor evaluated.

Resumen

En la gestión del capital humano, un factor requerido en el proceso de integración es la medición de la satisfacción laboral. La cual fue el objetivo del presente artículo. Se empleó un método con enfoque cuantitativo con un tipo de estudio descriptivo utilizando el diseño transeccional descriptivo. El instrumento que se aplicó fue el diseñado por Warr, Cook y Wall (1979) el cual está compuesto por factores intrínsecos y extrínsecos con una escala que comprende totalmente insatisfecho, insatisfecho, indiferente, satisfecho y totalmente satisfecho. La aplicación fue virtual y anónima. La muestra se compuso de 303 personas, con un nivel de confianza del 95%. La tendencia de los resultados en la satisfacción general en el 85% de los hombres y en el 79% de las mujeres se inclinaron a muy satisfechos o satisfechos. Se propusieron estrategias de mejora por cada factor evaluado.

Diagnostic of Job Satisfaction in a Municipal Council of the State of Mexico		
Objectives	Methodology	Contribution
Evaluate the Job Satisfaction of the workers of a Municipal Council of the State of Mexico. 	The research type is basic and descriptive level, using the Warr, Cook and Wall (1979) satisfaction survey. 	A diagnostic of job satisfaction was obtained and improvement strategies were proposed. 

Diagnóstico de la Satisfacción Laboral en un Ayuntamiento Municipal del Estado de México		
Objetivos	Metodología	Contribución
Evaluar la Satisfacción laboral de los trabajadores de un Ayuntamiento Municipal del Estado de México. 	El tipo investigación es básica y de nivel descriptivo, utilizando la encuesta de satisfacción de Warr, Cook y Wall (1979). 	Se obtuvo un diagnóstico de la Satisfacción laboral y se plantearon estrategias de mejora. 

Diagnostic, Job Satisfaction, Municipal Council

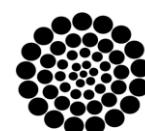
Diagnóstico, Satisfacción Laboral, Ayuntamiento Municipal

Citation: Ordoñez-Hernández, Lucía, Zenteno-Bonola, Ana Luisa, Aguirre-Brito, Dorian and García Pallares, Paola Ayleen. [2024]. Diagnostic of job satisfaction in a municipal council of the State of Mexico. Journal of Contemporary Sociology. 11[30]1-13: e31130113.



ISSN: 2410-3985 / © 2009 The Author[s]. Published by ECORFAN-Mexico, S.C. for its Holding Bolivia on behalf of Journal of Contemporary Sociology. This is an open access article under the CC BY-NC-ND license [<http://creativecommons.org/licenses/by-nc-nd/4.0/>]

Peer review under the responsibility of the Scientific Committee MARVID®- in the contribution to the scientific, technological and innovation Peer Review Process through the training of Human Resources for continuity in the Critical Analysis of International Research.



RENIECYT
 Registro Nacional de Instituciones y
 Empresas Científicas y Tecnológicas

1702902 CONAHCYT

Introduction

The research focused on carrying out a diagnosis of the level of satisfaction of the employees of a City Council located in the State of Mexico with the aim of establishing strategies for the improvement of processes and working conditions. A total of 303 employees from different areas of the organisation participated. A mixed study was carried out, collecting data and processed using statistical tools and represented using graphs for analysis. The scope was descriptive. To measure job satisfaction we used the survey designed by Warr, Cook and Wall (1979) mentioned by , which is structured by intrinsic and extrinsic factors, the instrument consists of 16 items. It also included the item 'In general, what level of job satisfaction do you have?' to find out the general level of satisfaction.

The survey was elaborated with a Likert scale, which includes the responses of totally dissatisfied, dissatisfied, indifferent, satisfied and totally satisfied; in such a way that participants were allowed to express their level of satisfaction, facilitating an accurate assessment of how they feel about their work and the conditions in which they work.

Data collection was carried out through online surveys addressed to City Hall employees. This method ensured anonymity, allowing for greater freedom of expression and protecting employees' well-being at work.

The digital format facilitated access and convenience in responding to the instrument, regardless of location, and allowed for a more efficient and accurate analysis of the results, identifying significant patterns and trends in job satisfaction. The trend in overall satisfaction scores for 85% of men and 79% of women was towards very satisfied or satisfied. Improvement strategies were proposed for each aspect assessed in the intrinsic and extrinsic factors.

Frame of Reference

A variable to be considered in this research is job satisfaction, meaning the enthusiasm to perform the activities or functions of the job, considering the factors internal and external to the organisation, which must be favourable to achieve the objectives or goals set.

Job satisfaction has to do with how people perceive their work, the functions they perform and the recognition they receive, as well as the attitudes they have towards it, the opinions they may have of the work and its functioning.

With regard to the variable of the City Councils established in the State of Mexico, it is necessary to consider their origins, the organisational structure with which they are formed, as well as their location within the local sphere.

The origin of a City Council is the Calpulli, which according to the Nahuatl meaning: big house or hamlet, is described as a family organisation that evolved in the Aztec Empire.

This calpulli, in addition to characterising the territory, had its own government formed by a council of elders, called head Indians, heads of the kinships or large families; the council had supreme authority and elected the officials of the calpulli.

Finally, it is specified that, once the conquest of the different countries of America by Spain, including Mexico, began, the Spanish municipal institution was implemented for its colonisation, so that the Calpulli gradually disappeared and it was not until the middle of the 16th century that it succumbed to the power established by the conquerors, changing to another form of government organisation. In this way, the Spanish Municipality is the historical antecedent of the Mexican Municipality we know today. Historically, the municipality of Veracruz was the first in Mexican lands and the first municipality to be created in all of America, and the first city in the entire American continent to be founded by Europeans. Currently, the State of Mexico is made up of 125 municipalities. The municipality is the foundation of the territorial division and political organisation of our country.

It represents a locality, which is immersed in a state, which in turn is part of the federation, i.e. the country. The organic structure of a H. Ayuntamiento is made up of a Municipal President, one or more Síndicos and Regidores; the number of the latter two is fixed in accordance with the number of inhabitants of each town and what is established in the current legal framework.

Problem statement

In order to achieve employee satisfaction, it is necessary for the organisation to detect their needs and then motivate them through a programme of stimuli or incentives. This implies the commitment of the higher levels; it is necessary to understand the importance of the fact that satisfied workers can be more efficient or productive.

To start with this process of understanding, a diagnosis should be applied with the intention of finding out the attitudes, opinions or needs of the staff. Some similar research and the results obtained are presented below:

They carried out an investigation of job satisfaction in the Municipality of Talcahuano, Chile. And the results were: Regarding the averages of job satisfaction, the measurement scale for each item is from 1 to 5, with 5 meaning 'totally satisfied'.

In general, the levels of perception of job satisfaction among the civil servants in the sample are in the average (3, on a scale ranging from 1 to 5). In other words, there are no results indicating low levels of satisfaction. With regard to the averages in the departments of the institution, it should be noted that both genders and, in all directorates, (10/10) their evaluation is above average (3.03 - 3.78, out of a maximum of 5), i.e. the civil servants are satisfied with their jobs.

In a study carried out in a government agency in Coatzacoalcos, Mexico, the results were as follows: 59.1% of the population studied were men and 40.9% were women, with an age range of 20 to 70 years.

Regarding the type of contract, 77.3% said they were trustworthy and 22.7% were unionised. Regarding the level of the work climate, 31.8% were unfavourable, 27.3% favourable, 22.7% average, 13.6% very favourable and 4.5% very unfavourable. The highest proportion of the population perceives an unfavourable working environment.

Regarding job satisfaction, 59.1% were fairly satisfied, 27.3% partially satisfied, 9.1% highly satisfied, and 4.5% partially dissatisfied.

The results of the study carried out in the Municipality of Aucallama, Lima were: There is a very high, direct and significant relationship of 0.914 between intrinsic factors and job satisfaction.

The majority are dissatisfied with the work they do, the experience they have acquired and the achievements they have attained. There is also a 0.976 very high, direct and significant relationship between extrinsic factors and job satisfaction. The lowest rated indicators are: designation of jobs and functions, facilities, work areas or workplaces, work tools, recognition of their work, appreciation of their ideas and opinions, and the way they are supervised.

He carried out research in the District Municipality of Pacora, Peru, and found that 50% of the employees tend to agree with the level of job satisfaction in the municipality, 29.4% are indifferent, i.e. neither agree nor disagree, 14.7% totally agree and 5.9% disagree. It was concluded that strategies should be developed to reverse the percentages of indifferent people, as this can have a worrying influence on employees.

An analysis of job satisfaction was carried out in a Lima municipality and the results are as follows: firstly, it was observed that the average score for each item was between 4.5 and 5.23, with seven being the maximum score indicated by the respondents and one being the minimum. In other words, moderately high values have been reflected.

On the other hand, the results of asymmetry do not report any value greater than one; however, there is a data of kurtosis that reports 1.25, specifically in item five (relations between management and workers), which indicates little dispersion in this item considering that it is less than the value of 2.0.

As can be seen, there are important antecedents regarding the measurement of job satisfaction in various public entities, and the results shown show the importance of diagnosing the elements that make up satisfaction. Considering that the City Council is a public entity, whose actions depend entirely on a budget that is currently reduced, the authorities' concern to know the job satisfaction of its workers is highlighted.

This indicates the importance given to the development of human capital, since through diagnosis it is possible to establish strategies to increase job satisfaction. As a consequence of the above, the following questions are formulated: What are the factors that, at present, have an impact (either positive or negative) on the satisfaction of the workers of a City Council of the State of Mexico? Which indicators need to be reinforced? Which ones have to be considered as a priority, so that the organisational objectives are achieved?

Methodology

The method used in this research has a quantitative approach with a descriptive study scope using the descriptive cross-sectional design. According to the stipulations of , the descriptive type of study is one that investigates the properties, characteristics and profiles of people, groups, communities or any other phenomenon that is subjected to analysis.

The objective of descriptive cross-sectional designs is to seek the incidence of the modalities or levels of one or more variables in a population, which provides a more objective view of the population. The procedure consists of locating one or several variables in a group of people, living beings, objects, situations, contexts, phenomena, communities, etc. and providing their description.

The research was carried out in two stages: in the first stage, documentary research was carried out, in this part we proceeded to analyse the general and specific concepts of different authors in order to unify concepts and definitions, in addition to analysing the information available from previous studies, as well as the methodologies used and the validation of these.

In the second stage, field research was carried out: the study population was defined as the total of 697 employees of the City Council of a municipality in the State of Mexico.

The General Satisfaction instrument by War, Cook and Wall, translated into Spanish and adapted by Pérez-Bilbao and Fidalgo, called the General Satisfaction Scale NTP 394, which measures two dimensions: intrinsic and extrinsic satisfaction, based on Herzberg's theory of hygienic factors, was used as a basis.

This scale operationalises the construct of job satisfaction, reflecting workers' experience of paid employment, and captures the affective response to the content of the job itself.

The instrument used for data collection was a questionnaire consisting of 16 questions as described in table 1, which allows for the assessment of intrinsic and extrinsic factors and thus for the determination of job satisfaction.

In this study, a 5-level scale is used, 1 for very dissatisfied, 2 for dissatisfied, 3 for neutral, 4 for satisfied and 5 for very satisfied. Once the questionnaire was developed, it was subjected to a reliability test. The questionnaire was administered using Forms.

The instrument used to collect the information was the questionnaire consisting of the 16 questions described in table 1, which allow the intrinsic and extrinsic factors to be evaluated and thus determine job satisfaction.

Box 1

Table 1
Intrinsic and extrinsic factors

INTRINSIC FACTORS	
DEFINITION	FACTOR
It results from the characteristics of the personality, learning capacity, motivation, perception of the internal and external environment, attitudes, emotions and values, among others	1. Freedom to choose the working method
	2. Recognition
	3. Assigned responsibility
	4. Ability to use your capabilities
	5. Promotion
	6. Variety of tasks to perform
	7. The attention paid to the suggestions you make
EXTRINSIC FACTORS	
DEFINITION	FACTOR
They are those that come from the environment, organizational characteristics such as the system of rewards and sanctions, social factors, politics, existing group cohesion, among others	1. Physical working conditions
	2. Coworkers
	3. Relationship with your boss
	4. Salary
	5. Contract conditions
	6. Relations between management and employees
	7. City Hall Management
	8. Working hours
	9. Stability in your job
10. In general, what level of job satisfaction do you have?	

Source: Own elaboration

Determination of the universe. The aim of this research is to analyse job satisfaction in a Municipal Council, considering the employees' perspective. In order to achieve this objective, it is essential to clearly define the research universe.

The universe of this research refers to the total number of employees of the municipality. In this case, the universe is 697 employees. The universe is finite, as the exact number of employees is known. It is composed of the employees of the City Council and is the total population over which we wish to generalise the results of the research. It includes all employees, regardless of their position, rank or area of work.

It also refers to the current employees of the City Council, excluding those who no longer work there.

Determination of the sample. The target population for this research was the employees of the City Council, with a total of 697 employees. For the selection of the sample, a simple random sampling method was used. Of the 697 employees, 303 employees were surveyed, representing approximately 43% of the total population.

The inclusion criteria were that the employees were working in the municipality at the time of the survey. Exclusion criteria were that the employees were no longer working for the municipality. The selection of participants was random and a minimum response rate of 249 employees was set, and 303 questionnaires were returned.

Formula

$$n = \frac{N * Z^2 * p * q}{e^2 * (N - 1) + Z^2 * p * q} = \frac{(697 * (1.96^2) * .5 * .5)}{0.5^2 * (697 - 1) + 1.96^2 * 0.5 * 0.5} = 249 \quad [1]$$

The total population was taken as 697 workers, with a 95% confidence level and a margin of error of 5%, which gives us a total of 249 workers in the City Council.

Descriptive analysis. A descriptive analysis was carried out based on the measures of central tendency (means) and dispersion (standard deviation) of the factors and subpopulations in order to find significant differences between them.

Results

In this section, the results that describe the behaviour of the Intrinsic and Extrinsic variables, which are considered in the job satisfaction of the public servants of a City Council located in the State of Mexico, are shown by means of graphs.

The behaviour of the graphs is the result of the information obtained through the application of the aforementioned instrument, the direct survey to the public servants of the City Council with questions on the Likert scale, then the analysis of the results is presented. Grouping both extrinsic and intrinsic variables and applying some statistical techniques for a better understanding of the results.

Box 2

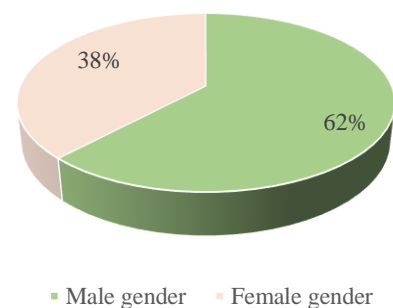


Figure 1

Gender of respondents

Source: Own elaboration

Figure 1 shows the participation of the respondents according to their gender and we observe that the male gender with 188 men occupies 62% of the respondents and 115 women representing 38%.

Box 3

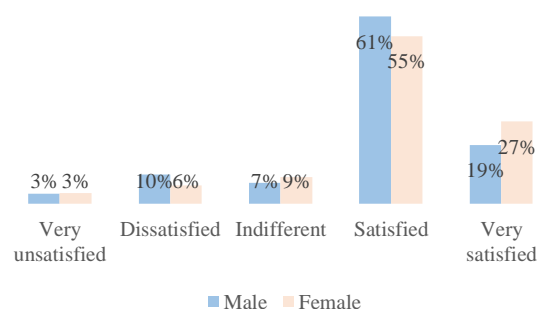


Figure 2

Freedom to choose the working method

Source: Own elaboration

Figure 2, shows the feelings of the employees of the H. Ayuntamiento, with respect to the freedom to choose the method of work, there is a notorious majority who are satisfied or very satisfied, in the female gender the figures are 82% and 80% for the male gender.

Box 4

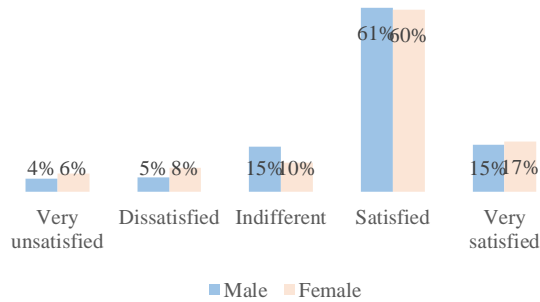


Figure 3

Recognition

Source: Own elaboration

It is important to consider that, although each person has different abilities, feeling valued increases satisfaction, commitment and productivity in an organisation. In this sense, Figure 3 shows that around 76% of men and 77% of women feel recognised in their work as part of the H. Ayuntamiento

Box 5

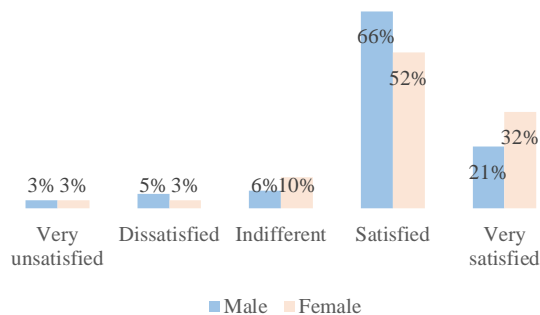


Figure 4

Assigned responsibility

Source: Own elaboration

According to the data presented in Figure 4 showing the respondents' appreciation of the level of responsibility assigned, it is very interesting to see that there is an 84% and 87% satisfaction rate for women and men respectively, which may well be related to the freedom to choose the method of work mentioned in Figure 2.

Box 6

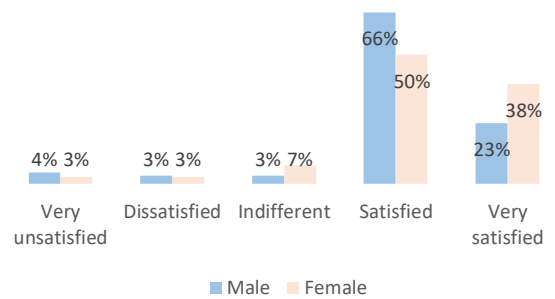


Figure 5

Ability to use your capabilities

Source: Own elaboration

In Figure 5, regarding the possibility of using their skills, the highest perceived satisfaction is among men, 89% of whom consider that they make good use of their skills, 4% of whom are very dissatisfied and 3% are dissatisfied.

With respect to the female gender, 50% report satisfaction, 38% are very satisfied with the use of their capabilities in the work environment, 3% are very dissatisfied and the same figures show the degree of dissatisfaction.

Box 7

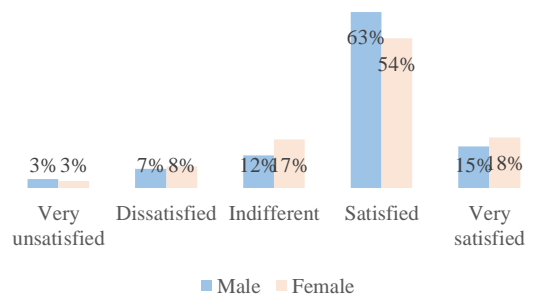


Figure 6

Promotion

Source: Own elaboration

In Figure 6, promotion as an intrinsic variable refers that 78% of male employees are satisfied (63% satisfied and 15% very satisfied), and 72% of female employees are satisfied (54% satisfied and 18% very satisfied); 10% and 11% of men and women respectively are dissatisfied with the possibility of accessing positions of greater responsibility and income in the City Council.

Box 8

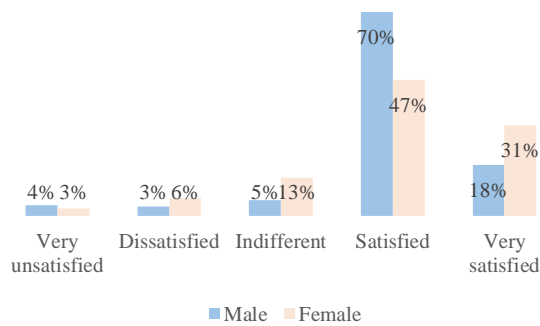


Figure 7

Variety of tasks to perform

Source: Own elaboration

With respect to the dimension of Variety in the tasks performed by public servants in the City Council, it is the men who show the greatest satisfaction 165 out of 188 (88%) responded that they are satisfied or very satisfied in the activities they perform, only 13 (7%) of them are not satisfied and the rest were indifferent to the tasks they perform; 90 out of 115 (78%) women were satisfied or very satisfied, 10 (9%) reported dissatisfaction and 15 (13%) were indifferent to the questioning about the diversity of the tasks they perform in their daily work, it is important to recognise work well done and to increase satisfaction as well as the freedom to choose how to perform daily tasks.

Box 9

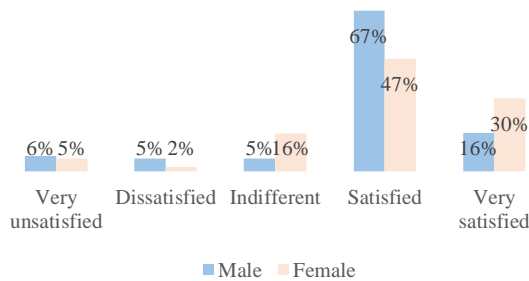


Figure 8

The attention paid to the suggestions you make

Source: Own elaboration

The last Figure of the intrinsic variables refers to the attention given to the suggestions made by the public servants of the City Council; in this respect, once again, 83% of men are the most satisfied with their answers, 5% are indifferent and 11% respond that they are dissatisfied with the attention or follow-up to the suggestions made.

As for women, 47% responded that they were satisfied, 30% were very satisfied, making a total of 77% satisfied, 16% were indifferent to the questioning and 7% were dissatisfied.

The concentration of the seven intrinsic variables is presented below.

Box 10

Table 2

Intrinsic variables

Intrinsic	Very unsatisfied	Unsatisfied	Indifferent	Satisfied	Very satisfied
Freedom to choose the working method	10	25	23	178	67
Recognition	15	18	39	183	48
Ability to use your capabilities	8	12	23	184	76
Ability to use your capabilities	11	9	14	181	88
Promotion	9	22	42	181	49
Variety of tasks to perform	10	13	25	186	69
The attention paid to the suggestions you make	18	12	28	180	65
TOTAL	81	111	194	1273	462
Participation	4%	5%	9%	60%	22%

Source: Own elaboration

Table 2 presents the total number of times the 303 public servants chose their perception of their level of job satisfaction and the percentage share by those levels.

Box 11

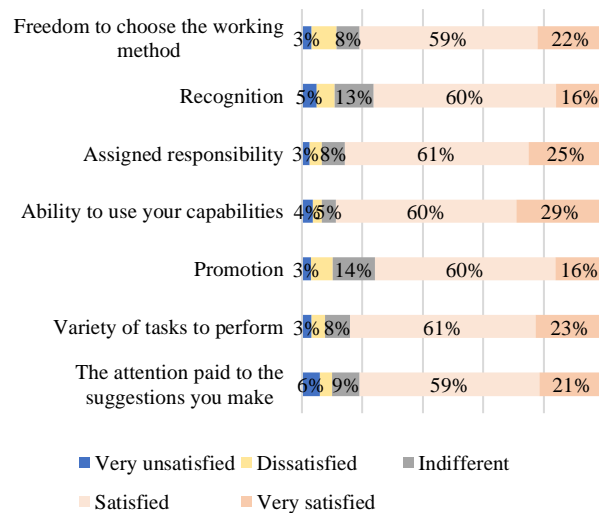


Figure 9

Intrinsic indicators

Source: Own elaboration

In general, the intrinsic variables refer to a high degree of motivation. Figure 9 shows that more than 76% of public servants are satisfied or very satisfied; the highest level of satisfaction is found in the variable Possibility of using their abilities with 29%, and in sum with the satisfactory level, this variable reaches 89% of positive appreciation on the part of the personnel working in the City Council. In terms of the normal level of satisfaction, the variables Assigned responsibility and Variety of tasks to be carried out are at 61%, while the variable with the highest percentage of indifference is Promotion.

Although it is important to recognise the positive impact of the intrinsic variables on the motivation of the people who work in the City Council, we must not lose sight of the fact that there are also areas of opportunity, as is the case of the variable Freedom in the choice of work method, which shows levels of 8% in the degree of dissatisfaction and 3% in very dissatisfied.

Figure 9 shows ten dimensions of the extrinsic variables: physical working conditions, relationship with the boss and co-workers, salary, working conditions, management of the City Council, among others.

Box 12

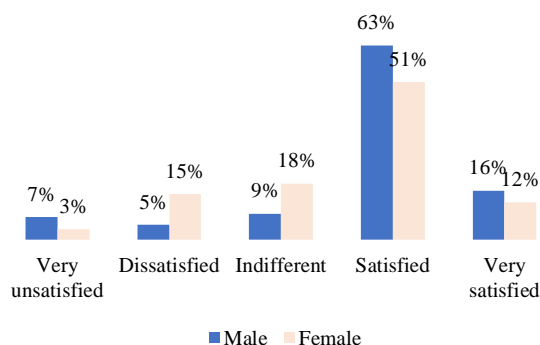


Figure 10

Physical working conditions

Source: Own elaboration

The Physical conditions of the work area shown in Figure 10, 63% of male employees and 51% of female employees indicate satisfaction, at the level of Very satisfied compared to the intrinsic variables seen up to this point in the job, are the lowest levels seen with 16% for males and 12% for females. There is also a high level of dissatisfaction in the female gender with 15% and indifference to the variable of 18% by the same gender.

ISSN: 2410-3985.

RENIECYT-CONAHCYT: 1702902

ECORFAN® All rights reserved.

Box 13

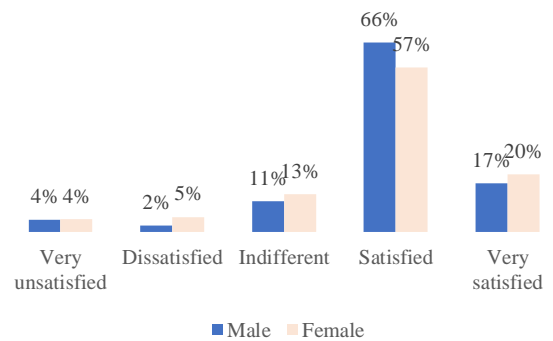


Figure 11

Coworkers

Source: Own elaboration

A key element for the well-being of a work environment is the Relationship with co-workers, in graph 11 it can be seen that 83% of men and 77% of women perceive that there is a positive, collaborative and respectful work environment with their co-workers, 11% and 13% of men and women respectively are indifferent to this variable and less than 5% of both genders show some degree of dissatisfaction.

Box 14

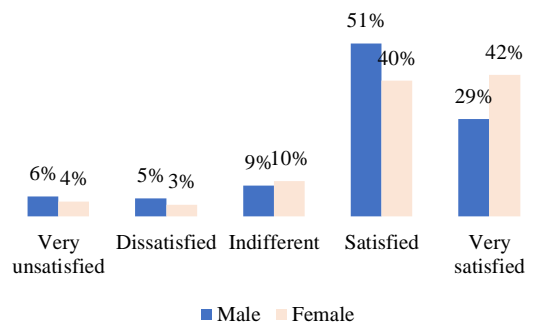


Figure 12

Relationship with your boss

Source: Own elaboration

In order to generate an adequate working environment, in a complementary way to the extrinsic variable Workmates, it is also necessary to know the appreciation of the workers with respect to the Relationship with their boss, in this sense Figure 12 shows precisely the feeling of the subordinate personnel with their hierarchical superior, 82% of the women and 80% of the men respond that they are satisfied or very satisfied with the relationship with their boss, 10% are indifferent to the question and less than 6% show some degree of dissatisfaction.

Box 15

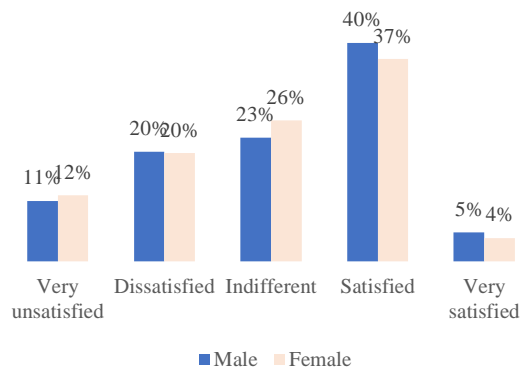


Figure 13
Salary

Source: Own elaboration

With regard to the extrinsic variable Salary, Figure 13 shows that more than 30% of public servants are dissatisfied with the monetary remuneration received for their work, 23% of men and 26% of women are indifferent to the question; 40% of men and 37% of women are satisfied and only 5% and 4% of men and women respectively are very satisfied.

It is important to mention that this variable is the only one in this research work in which the satisfaction index does not even reach 50%.

Box 16

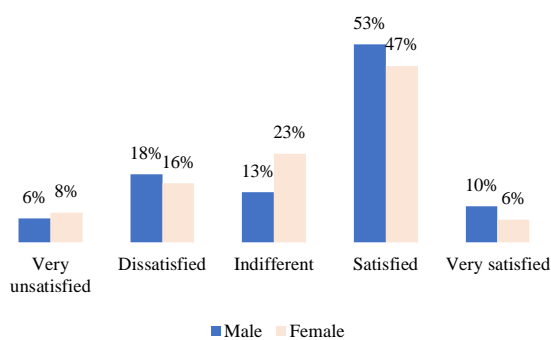


Figure 14
Contract conditions

Source: Own elaboration

Another of the indicators that have an impact on safety and well-being at work are the Conditions of Contract. In this sense, Graph 14 shows that 63% of men and 53% of women are satisfied with the conditions governing the employment relationship, 13% and 26% of men and women respectively are indifferent to this variable and 24% of both genders report dissatisfaction.

Box 17

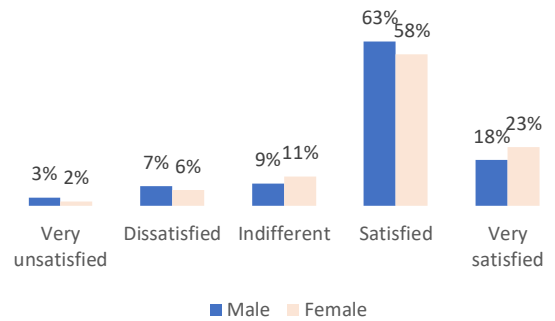


Figure 15
Relations between management and employees

Source: Own elaboration

An important factor to consider for job satisfaction is the relationship of management with employees (graph 15), since the leadership of managers is what determines and inspires the commitment of subordinates in their daily work, in this sense 81% of public servants regardless of gender are satisfied or very satisfied, and only 10% of men and 8% of women report dissatisfaction, the remaining 9% and 11% of men and women respectively were indifferent to the questioning.

Box 18

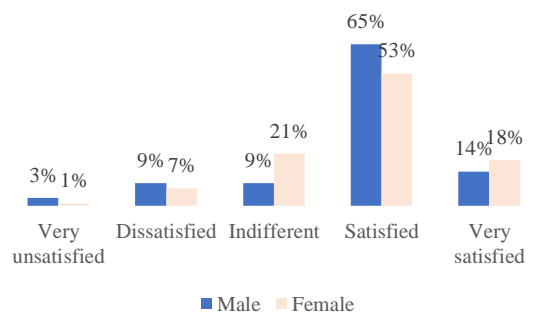


Figure 16
City Hall Management

Source: Own elaboration

The management of the City Council before external bodies, events for the municipality and activities for the integration and training of public servants are proof of the importance given to the positioning of the municipality, in this sense, graph 16 shows that 122 out of 188 men (65%) are satisfied and 26 (14%) are very satisfied with the management, 9% are indifferent, 6 (3%) are very dissatisfied and 17 out of 188 men (9%) feel dissatisfied.

On the female side, 61 women out of 115 reported feeling satisfied and 21 very satisfied, making a total of 82 women or 71%, only one woman felt very dissatisfied, 8 were dissatisfied and 24 were indifferent to the question on the management of the City Council.

Box 19

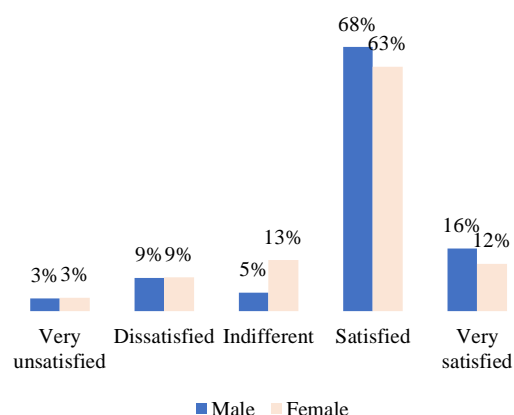


Figure 17

Working hours

Source: Own elaboration

As far as working hours are concerned (Figure 17), this is the extrinsic variable that shows the highest satisfaction, with 68% of men and 63% of women, in the same order 16% and 12% saying they are very satisfied. This suggests that, in general, employees consider that their working hours are flexible and allow them to reconcile their work and personal life.

On the other hand, of both genders, 3% are very dissatisfied and 9% are dissatisfied.

Box 20

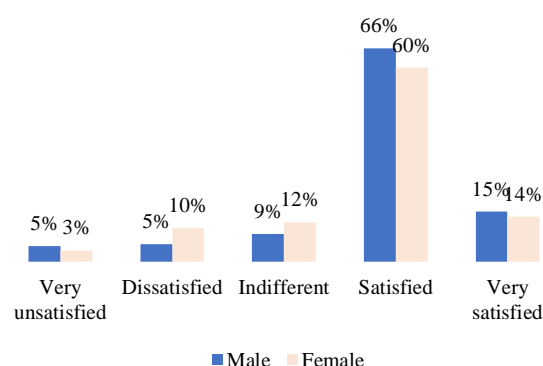


Figure 18

Stability in your job

Source: Own elaboration

One of the aspects that can positively or negatively influence the job satisfaction of public servants in the City Council is financial security, beyond the amount of income derived from their professional work, is the security and predictability derived from job stability (graph 18), in this sense 81% of men and 74% of women consider that they have a stable job, 10% of men and 13% of women feel dissatisfied with job stability, 9% of men and 12% of women are indifferent to the questioning.

Box 21

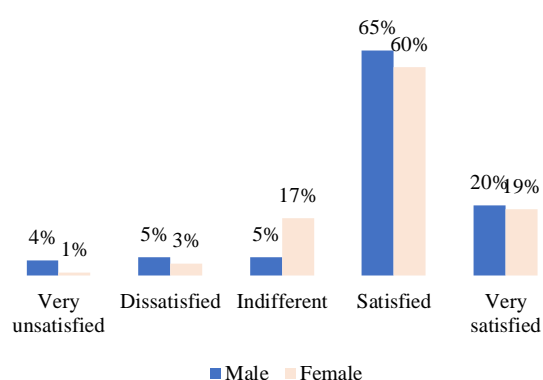


Figure 19

Overall satisfaction level

Source: Own elaboration

The item Level of satisfaction in general is a variable that, independently of intrinsic or extrinsic motivation, refers to the joint perception of all the elements that surround the public servant in their work, from the work environment, the tasks they perform, job security, salary level, relationship with their hierarchical superiors or co-workers, etc., In this sense, 160 out of 188 men (85%) and 91 out of 115 women (79%) were satisfied or very satisfied with the working environment, 5% of men and 17% of women were indifferent to the questioning, 18 (9%) men and 5 (4%) were dissatisfied or very dissatisfied with the working environment and the conditions of their work as public servants in the City Council, according to the results presented in graph 19.

The following table groups together the results of the survey applied to City Hall employees, in which the graphs of the extrinsic dimension indicators presented above are recorded in aggregate form to give a general overview of the behaviour of the following dimensions.

Box 22**Table 3**

Extrinsic variables

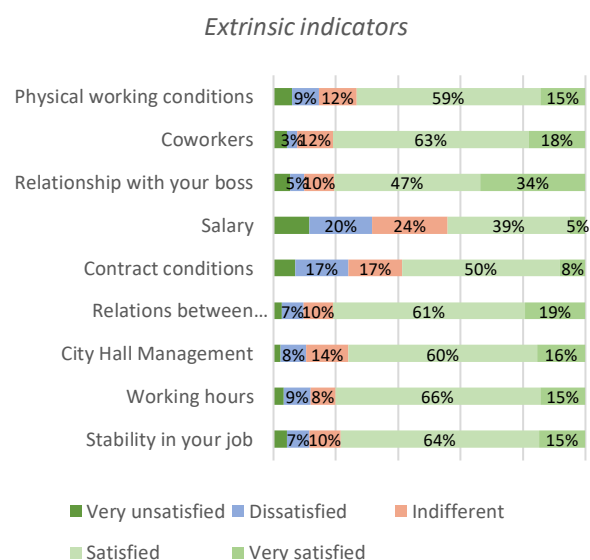
Extrinsic	Very unsatisfied	Dissatisfied	Indifferent	Satisfied	Very satisfied
Physical working conditions	18	26	37	178	44
Coworkers	13	10	35	190	55
Relationship with your boss	16	14	29	142	102
Salary	35	61	73	119	15
Contract conditions	21	52	52	153	25
Relations between management and employees	8	21	29	186	59
City Hall Management	7	25	41	183	47
Working hours	10	26	24	199	44
Stability in your job	13	22	30	193	45
TOTAL	141	257	350	1543	436
Participation	5%	9%	13%	57%	16%

Source: Own elaboration

In addition to the above, table 3 also shows the total score and percentage of the indicators of extrinsic satisfaction in general, the specific satisfaction by variable and gender of the respondents was already analysed in the previous graphs, 13% indicate feeling indifferent, 14% are dissatisfied or very dissatisfied in motivation, 57% are satisfied and 16% are very satisfied, the vast majority feel motivated, in a positive work environment, with effective leadership and an adequate working environment.

Box 23**Figure 20**

Extrinsic indicators



Source: Own elaboration

Figure 20 shows, in addition to the data in Table 2, the feelings of the employees of the City Council for each of the extrinsic variables. It should be noted that there is greater satisfaction with the working hours, 66%, which allows us to deduce that this allows public servants to organise their work and their personal lives, and that effective leadership can also be seen, The question that generated the greatest indifference and the highest level of dissatisfaction is the salary item. In this respect, it is important to guarantee reasonable and fair salaries that allow public servants in the City Council to have access to a better quality of life.

The data as a whole is then analysed using the following statistical measures: mean, standard deviation and variance.

Box 24**Table 4**

Statistical measures of intrinsic and extrinsic indicators of job satisfaction

	Items	Media	Desviación estándar	Varianza
I N T R I N S I C	Freedom to choose the working method	3.8812	0.9555	0.9130
	Recognition	3.7624	0.9575	0.9169
	Assigned responsibility	4.0165	0.8514	0.7249
	Ability to use your capabilities	4.0759	0.8826	0.7790
	Promotion	3.7888	0.9034	0.8162
	Variety of tasks to perform	3.9604	0.8831	0.7799
E X T R I N S I C	The attention paid to the suggestions you make	3.8647	0.9924	0.9849
	Physical working conditions	3.6733	1.0207	1.0419
	Coworkers	3.8713	0.8951	0.8013
	Relationship with your boss	3.9901	1.0469	1.0959
	Salary	3.0594	1.1202	1.2547
	Contract conditions	3.3630	1.0705	1.1459
	Relations between management and employees	3.8812	0.8909	0.7938
	City Hall Management	3.7855	0.8860	0.7850
	Working hours	3.7921	0.9060	0.8209
Stability in your job	3.7723	0.9337	0.8718	
In general, what level of job satisfaction do you have?		3.9208	0.8614	0.7420

Source: Own elaboration

With respect to Table 4 Intrinsic and Extrinsic Indicators, the mean values of each of the 16 variables that impact on job satisfaction are presented, the indicator that has the highest mean with respect to the average is Possibility of using their capabilities with a value of 4.0759; which can be interpreted as positive for the company in terms of the diversity of activities of its employees.

The lowest mean value is the Wage item, with 3.0594 around the indifferent value with a tendency to dissatisfied, it is important to consider that an adequate economic remuneration in relation to the work effort allows to build a decent quality of life for the workers.

In terms of standard deviation, the indicators that are more dispersed from the mean are the following: Salary 1.1202, Contract conditions 1.0705, Relationship with the boss 1.0469 and Physical working conditions 1.0207 which reflects a variability with respect to the mean in the employees' opinion, going from indifferent to satisfied and from indifferent to dissatisfied.

Conclusions

Intrinsic satisfaction: Table 2 shows that according to the intrinsic satisfaction factors, the employees of the City Council are satisfied with 60% and very satisfied with 22%, with a total of 82% on the positive side.

However, it is important to go deeper because 9% are indifferent and another 9% are dissatisfied to very dissatisfied.

It is important to review the factors "Attention paid to suggestions made", "Recognition" and "Possibility of using your abilities" as these are the factors with the highest percentage of very dissatisfied respondents; also review "Freedom to choose the method of work", "Promotion" and "Recognition" which are the factors with the highest percentage of dissatisfied respondents.

Extrinsic satisfaction: it can be seen in table 3 that the employees of the City Council are at a level of satisfied with the highest percentage of 57%, and 16% are at a very satisfied level, which is considered positive.

However, it is important to look more closely at the fact that 12% are indifferent, with the highest scores at this level being for "salary" and "contract conditions".

It is also observed that in the level of dissatisfied and very dissatisfied, the factors with the highest scores are: "Salary", "Contract conditions" and "Physical working conditions", "Working hours" and "Company management", although this is a smaller percentage of the total number of employees who are at this level, it cannot be overlooked.

Box 25

Table 5

Overall satisfaction level

Overall satisfaction	Very unsatisfied	Dissatisfied	Indifferent	Satisfied	Very satisfied
In general, what level of job satisfaction do you have?	9	14	29	191	60
Participation	3%	4%	10%	63%	20%

Source: Own elaboration

Overall satisfaction: is quite positive, ranging from **Satisfied** with 63% to **Very Satisfied** with 20%; both levels add up to 83%, which means that 251 employees are satisfied with the intrinsic and extrinsic factors in the company.

It is appropriate to review the reasons why 29 employees are neutral and 23 are dissatisfied.

Recommendations: 1. Establish a recognition programme to value the efforts of the organisation's employees. 2. A suggestion box where everyone can contribute ideas and make it known when these are taken into account; 3. Review the promotion programme in order to promote employees fairly and in accordance with the policies of the institution. 4. Review and improve the physical working conditions in accordance with the possibilities of the institution. 5. Review contract conditions. And 6. Continue with an investigation of the organisational climate in order to find out other factors that influence employee satisfaction.

Declarations

Conflict of interest

The authors declare that they have no conflicts of interest. They have no competing financial interests or known personal relationships that could have influenced the information in this article.

Authors' contribution

Ordoñez-Hernández, Lucía: contributed with the idea of the project, development of the methodology, design of the data collection instrument, formulation of the conclusions and recommendations.

Zenteno-Bonola, Ana Luisa: contributed with the link with the H. Ayuntamiento, development of the introduction and frame of reference, design of the data collection instrument, problem statement and formulation of the conclusions.

Aguirre-Brito, Dorian: contributed with the preparation of the data collection instrument in forms, as well as the elaboration of graphs and tables and interpretation, and the calculation of statistical measures.

García-Pallares, Paola Ayleen: helped with the background review and theoretical framework.

Funding

We would like to thank the Tecnológico Nacional de México/Instituto Tecnológico de Toluca for the funding provided for the development of this research.

Abbreviations

NTP	Prevention Technical Note
H. AYUNTAMIENTO	Honourable Council City

References

Basics

Boluarte, A. (2014). *Propiedades psicométricas de la Escala de Satisfacción Laboral de Warr, Cook y Wall*. *Revista Médica Herediana*, 80-84.

Céspedes, U. Y. (2022). *Clima organizacional y Satisfacción laboral en trabajadores de servicios públicos de la Municipalidad Distrital de Aucallama*. *Tesis Doctoral*. Lima, Perú: Universidad Señor de Sipán.

Hernández Sampieri, R., Fernández Collado, C., & Baptista Lucio, P. (2010). *Metodología de la Investigación*. México: Mc Graw-Hill.

Support

Chiang, V. M., & San Martin, N. N. (2015). *Análisis de la satisfacción y el desempeño laboral en los funcionarios de la Municipalidad de Talcahuano*. *Ciencia & Trabajo*, 159-165.

González, T. S. (2022). *Propiedades psicométricas de la escala de satisfacción laboral de Warr, Cook y Wall en colaboradores de una Municipalidad de Lima*. *Tesis*. Lima, Perú: Universidad Marcelino Champagnat.

Graillet, J. E. (2022). *Una visión histórica del origen del municipio en México y en el mundo*. *Revista Ciencia Administrativa*, 123-137.

Rosiles, V. A., & Lugo, R. L. (2020). *Análisis estadístico de la relación entre clima y satisfacción laborales: caso de una dependencia gubernamental en Coatzacoalcos, México*. *Aposta. Revista de Ciencias Sociales*, 86-102.

Nieto, P. P. (2020). *Influencia de la satisfacción laboral en la productividad de los colaboradores administrativos en la Municipalidad Distrital de Pacora*. *Tesis de Maestría*. Perú: Universidad César Vallejo.

Diferences

Saavedra, M. J., & Delgado, B. J. (2020). *Satisfacción Laboral en la Gestión Administrativa*. *Ciencia Latina. Revista Multidisciplinar*, 1510-1523. doi:10.37811/176