

Measurement of the work environment of the staff of technological higher education institutions in Campeche, Mexico

Medición del clima laboral del personal de las instituciones de educación superior tecnológica de Campeche, México

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Classification:

Area: Social Sciences
Field: Sociology
Discipline: Sociology of work
Subdiscipline: Bureaucracy

<https://doi.org/10.35429/JOCS.2025.12.31.2.1.11>

History of the article:

Received: March 18, 2025

Accepted: May 30, 2025

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Abstract

The objective of the research was to measure the work environment of teachers and administrators of the technological schools of Campeche, due to the change of administrative authorities. It is a quantitative study, of explanatory scope, with a non-experimental and cross-sectional design. The tool that was used is the survey modified to the IMCOC method. The results could be observed that the variables leadership, objectives, motivation, decision making, work area, work stress, change and salary obtained a percentage between 60% and 75%, which means little acceptable, this indicates the need to implement improvement strategies for the work environment. Regarding the variables of communication, relationship between colleagues and control, percentages of 76% and 85% were obtained, indicating that they are acceptable. It is recommended to implement improvement strategies focused on teachers and strategies to ensure the physical and mental well-being of the staff at Campeche's technological institutes.

Objectives:

- Work environment
- Factors
- Higher education staff



Results:

- Poor work environment.
- Lack of motivation.
- Communication, control and relationships between colleagues are 60 to 75 % acceptable.

Contributions:



Work environment, Improvement strategies, IMCOC method

Resumen

El objetivo de la investigación fue medir el clima laboral de profesores y administrativos de los tecnológicos de Campeche, debido al cambio de autoridades administrativas. Es un estudio cuantitativo, de alcance explicativo, con un diseño no experimental y transversal. La herramienta que se utilizó es la encuesta modificada al método IMCOC. Los resultados se pudieron observar que las variables liderazgo, objetivos, motivación, toma de decisiones, área de trabajo, estrés laboral, cambio y salario obtuvieron un porcentaje entre el 60% y el 75%, significa poco aceptable, esto indica la necesidad de implementar estrategias de mejora para el clima laboral. En cuanto a las variables de comunicación, relación entre compañeros y control, se obtuvieron porcentajes de 76% y el 85%, indica que son aceptables. Se recomienda implementar estrategias de mejora enfocadas para los docentes y estrategias para cuidar el bienestar físico y mental del personal de los tecnológicos de Campeche.

Objetivos:

- Clima laboral
- Factores
- Personal de educación superior



Resultados:

- Clima laboral deficiente.
- Falta de motivación.
- Comunicación, control y relaciones entre compañeros 60 y 75 % aceptable.



Clima laboral, Estrategias de mejora, método IMCOC

Area: Dissemination of and universal access to science

Citation: Cruz-Doriano, Sacramento, Chi-Chan, María Teresita de Jesús, Sánchez-Ucan, Herminia Guadalupe and López-Ponce, María Eugenia. [2025]. Measurement of the work environment of the staff of technological higher education institutions in Campeche, Mexico. Journal of Contemporary Sociology. 12[31]1-11: e21231111.



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Introduction

The work environment emerged in 1930 with Kurt Lewin's field theory and focuses on the perception that employees have in accordance with the place where they perform their work tasks Fabara Núñez [2020 a:5].

Barajas cited in Santana et al [2022:57], work environment is composed of a series of tasks, dynamics and circumstances that occur within an organization, influencing the level of employee satisfaction in their workplace.

Litwin and Stringer cited in Santana et al [2022:58], state that the purpose of the work environment is to analyze employees' perception of their work environment. This environment is made up of different characteristics that can be captured consciously or unconsciously, influencing their performance, motivation and their interactions within the company.

Padilla and Gonzales, cited in Amasifuen et al. [2022:93], say job satisfaction arises from the relationship between an employee's expectations about their job and their actual experience in their work environment.

Bernel and Flores, cited in Hernando [2024:21], assert that a person achieves job satisfaction if they find themselves in a pleasant work environment, with support from their colleagues, and where their efforts are valued.

According to Warr, cited in Serrano et al. [2024:11], they assert that teacher well-being is essential in the workplace; this requires considering decision-making, professional fulfillment, and participation.

Simbróm and Sanabría, cited in Amasifuen [2022:92], say the work environment is a factor that influences the elements of the organizational system and the motivations of employees, which influences their behaviors and impacts the organization.

Iglesias and Torres, cited in Amasifuen [2022:91], say the organizational climate refers to the perceptions employees have about the characteristics of the company, influencing their behaviors and the psychosocial environment in which they carry out their work activities.

Lewin, cited in Castillo [2019:113], indicates that personal characteristics, such as motivation, attitudes, satisfaction, perception of the work environment, and organizational structure influence employee behavior, impacting their productivity and performance in the company.

According to Tziner et al cited in Alvarado [2024:32], work involvement is a positive state in which employees perform their duties with enthusiasm, strive in their tasks and remain focused, and it is also considered that this commitment depends on the work and personal environment.

Taylor cited in Domínguez [2023:14], proposed a study to improve working conditions and increase employee productivity, pointing out the problems due to the use of empirical methods such as the inefficient use of machines and the need to improve relations between employees.

According to Palma cited in Flores Ruiz [2023:6], the dimensions of job satisfaction are working conditions, significance of tasks, benefit and recognition.

According to Palma cited in Montoya [2023:15], the work environment is made up of 5 elements such as self-realization, involvement, supervision, working conditions and communication.

According to Moost et al cited in Galvan and Grande [2024:35], relationships refer to the level of interest and commitment shown towards them work rather than the support that employees receive from the organization.

Robbins cited in Velasquez [2023:46], defines that motivation is the process by which a person's efforts are driven, directed and sustained with the objective of achieving a goal, defining the aspects of direction, energy and perseverance.

Brunet, cited in Almeida [2024:12], states that interpersonal relationships offer opportunities to share ideas that benefit the company.

Minda et al [2019:91], states that an environment that satisfies expectations is characterized by specific features that are perceived by the members of the company.

Leyva cited in Murillo and Murillo [2024:10], mentions that in human resources it is important to apply strategies and create a stable work environment to ensure good performance, taking care of the physical, social and emotional health of employees.

Hall cited in Castillo [2019:114], states that the work environment is characteristics of the work environment that collaborators perceive, which influence their behavior and productivity.

Brunet states that organizational climate has been widely studied over time due to its importance for the internal functioning of organizations Morquecho et al., [2019: 23].

According to Méndez, the evaluation of the work climate focuses on identifying the internal aspects, both formal and informal, of an organization, with the goal of understanding how it influences employee behavior and motivation, based on their attitudes and perceptions Cuadra et al., [2016: 4].

Casana cited in Olaya [2023a:13], assures that teachers' job satisfaction is how the staff feels, that is, they perceive positive or negative energy about the work experience, the institution must have a relationship with charismatic leadership to develop the potential of collaborators and achieve the objectives of the institution's website.

Cordero cited in Olaya [2023b:14y15], ensures that charismatic leadership increases the self-esteem of employees, the desire to work increases, improving commitment to work, and promoting good relationships between colleagues.

Likert [2007] and McGregor [1960], cited in Fabara [2020b:4], suggested organizational behavior as an area of knowledge that emerged in the 1960s.

Brunet cited in Graduño [2014:33], indicates the importance of examining the work environment within companies:

- Detect conflicts that arise within the company.
- Implement improvement strategies for your growth.

- Find solutions to the problems, so that Colmenares is finished.

Garzón cited in Fabara [2020c:21], organizational development arises from how indispensable the human resource is within organizations so that they can achieve success, for this it is essential to form work teams to establish human relationships, one of the The greatest interests of organizational development are to transform the culture of the organization through values, beliefs, life systems and personal relationships, with the aim of creating a sense of belonging.

Gray cited in Yalila., [2019a:16], indicates that there are 8 dimensions in the organizational climate:

- Freedom to express ideas.
- Freedom to express concerns.
- Take part to define the objectives.
- Question.
- Innovation.
- Intentional warning.
- Environmental warning.
- Satisfaction with work.

Zeas & Granda [2012:44-45], point out the following points that should be evaluated about the work environment:

- Self-sufficiency.
- Physical environment.
- Leadership.
- Relationship between colleagues.
- Sense of relevance.
- Remuneration.
- Organization.
- Equality.

In the 80s, Dr. Carlos Méndez, advisor for graduate work at the research center of the Universidad del Rosario, created the IMCOC tool, belonging to Colombia, to measure the work environment [Yalila., 2019:19].

Bravo et al cited in Lizcano [2022:21], the IMCOC model developed by Méndez can be adapted with questions according to the needs of the different research, without affecting its validity, it is governed by the methodology of recognized authors.

Méndez cited in Lizcano [2022:21-23], the model measures 7 dimensions and consists of 45 questions, which are objectives that refer to employees identifying with the company's objectives, the second dimension is cooperation, leadership, decision-making, interpersonal relationships, motivation and control.

According to Méndez Alvares cited in Yalila., [2019b:20 and 21], the IMCOC instrument has the following variables:

- Goals.
- Personal relationships.
- Interpersonal relationships.
- Leadership.
- Decision making.
- Salary connotation.
- Control.

Therefore, this research focused on measuring the work environment of teachers and administrators of the technological schools of Campeche, with the following hypotheses: The change of managers within the technological schools caused the tension in the work environment to increase due to that there was resistance to change, the new administration caused teachers to have a greater workload due to the new job assignments, the change in administration caused teachers and administrators to present frustrated behaviors because it caused dilemmas between teachers and administrative.

In the Campeche technology companies, a change of directors was made in 2023, where a new vision and youth philosophy entered, breaking with old paradigms, resulting in a new way of managing and leading. With this, it could be observed that there was resistance to change, many disagreements and dilemmas between staff, teachers and administrators due to the positions that were reassigned, a new form of management and a paradigm shift within the institution.

This leads to the following research question: How is the work environment of teachers and administrators at the Campeche technology schools? The objective is to diagnose the work environment within the Campeche technology schools, as well as describe the factors that affect the work environment. within institutions, to establish improvement strategies.

This research was developed within the framework of SECIHTI's focus on impact and attention to national issues.

Methodology

Explanatory in scope with a non-experimental design.

It focused on measuring the work environment of teachers and administrators of the technological schools of Campeche, the IMCOC method was used.

Modified because it was adapted to the needs. Information was obtained through the application of surveys to the teaching and administrative staff of the Campeche technology institutes, it was applied virtually through the institutional email account.

Technique and tools

The tool that was used is the modified survey, the IMCOC method measures the variables, objectives, communication, leadership, relationship between colleagues, control, decision making and salary, due to the needs that arise in the project, four change variables are added, work area, work stress and motivation.

The questionnaire consisted of 54 questions designed to obtain precise information, covering the different variables established for the analysis of the project. It had a section for personal data, followed by questions with a Likert scale with 5 possible answers.

The variables for this questionnaire are objectives, communication, leadership, relationship between colleagues, motivation, control, decision making, work area, work stress, change and salary.

In the IMCOC methodology, information was first collected through the survey, then the questions were classified, assigning the number of questions and total questions for each corresponding variable, as can be seen in Table 1 classification of variables with their respective questions.

Box 1**Table 1**

Variables with their respective questions

	Variables	Question	Numbers
1	Objectives	35,36,37 y 39	4
2	Communication	25, 26	2
3	Leadership	9,10,11 y 14	4
4	Relationships between colleagues	15,16	2
5	Motivation	12,13,38	3
6	Control	27,29,33,32,34	5
7	Decision making	28,30,31	3
8	Work area	1,2,3,4,5,6,7,8	8
9	Work stress	17,18,19	3
10	Change	40,41,42,43,44, 45,46,47,48	9
11	Salaries	20,21,22,23 y 24	5

*Source: own elaboration***Information development**

- The percentage of positive responses is rated between 1% and 100%. Results close to 100% indicate greater satisfaction in the person's appreciation.
- Positive percentage of each variable belongs to the group of questions corresponding to the variable and is rated between 1% and 100%. Results close to 100% indicate greater appreciation by the person.
- The percentage of responses associated with each question, scored between 1% and 100%. Results close to 100% indicate greater reliability.
- Average per question is rated from 1 to 5. Values close to 5 indicate a greater satisfaction rate in the question.

Analysis of response positivity

In the IMCOC instrument, positive values will be taken and classified as follows

- 1 and 2 negative.
- 3 neutral.
- 4 and 5 positives.

Total analysis of responses.

- Average per question: the total responses of the 5 options that each question has are obtained in a weighted manner.

- Average per variable: the results show a total average that makes up each variable in options 1 to 5.
- The ranges are the following that can be seen in table 2 acceptance percentages.

Box 2**Table 2**

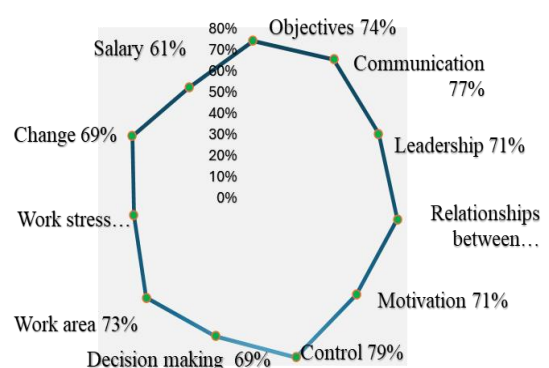
Modified acceptance percentages

Acceptance percentage
- Between 60% and 75% are unacceptable and require an action plan
- Between 76% and 85% acceptable but requires follow-up.
- Between 86% and 95% satisfactory.
- Greater than 96%, very satisfactory

At the end of the surveys, the information was emptied into a database that was created with the Microsoft Excel program, subsequently the SPSS version 23 program was used for analysis, classified by variables and captured in the spider graph.

Results

From the research measuring the work environment of teachers and administrators of the technological schools of Campeche, the following results were obtained; the results of the variables can be seen in graph 1.

Box 3**Figure 1**

The results of the variables

Source: Own elaboration

Variable objectives

The variable allowed us to measure the information provided to technology personnel about organizational objectives, organization chart, mission, vision. This variable is made up of 4 questions.

- 74% was obtained, indicating that it is not very acceptable, and it is necessary to implement an action plan so that the structure and philosophy of the Campeche technology companies are known.
- The teaching and administrative staff of the technological institutions do not know the objectives, mission, vision and organizational structure of the institution.

Taking the variable as a reference, the lack of information and induction and training courses for new personnel is evident.

Communication

The variable allowed us to measure the communication that exists in the technological centers of Campeche, a reference for the teaching and administrative staff within the work team. This variable is made up of 2 questions.

- 77% was obtained indicating that it is acceptable however, it requires follow-up to improve the communication plan within the technology.
- According to the results obtained there is clarity in the functions to be performed within the technological ones.

Leadership

The variable allowed us to know the empowerment of area leaders, as well as to know the impact that leadership has on teaching and administrative staff. This variable is made up of 4 questions.

- 71% was obtained, indicating that it was not acceptable, and an action plan was required to be implemented.
- The teaching and administrative staff of the technological schools consider that the leader helps them achieve the objectives established with the new administration that was implemented within the technological school with the change of administrative authorities.

Relationships between colleagues

The variable allowed us to measure the interpersonal relationships of the technological teaching and administrative staff, knowing how they work as a team, taking advantage of the skills, knowledge and creativity of each of them to achieve the established objectives. This variable is made up of 2 questions.

- A total of 76% was obtained, considered acceptable, however, improvement strategies must be implemented.
- It could be observed in the results obtained that the teaching and administrative staff of the technology departments share information among colleagues so that they support each other when doing their work.

Motivation

The variable allowed us to measure the motivation of the teaching and administrative staff of the technology to know the recognition of the work of the employees, the promotion of teamwork and to listen to the needs of the staff that affect performance. This variable is made up of 3 questions.

- A 71% was obtained, considered unacceptable and an action plan is required to be established so that the staff.
- Technology teachers and administrators feel motivated, thus increasing the performance and well-being of the staff.
- The technological administrators provide them with the necessary tools for their work.
- Technology managers have a stake in achieving the technology's objectives; however, management needs to be improved to be solid.

Control

The variable allowed us to measure how the teaching and administrative staff of the technology departments feel about their way of working. The variable is made up of 5 questions.

Article

- 79% was obtained, considering it acceptable, however, improvement strategies must be implemented.
- In the results it was observed that the teaching and administrative staff of technological institutions would like to assume new responsibilities, in addition to those they perform at work, because they allow them to learn new things to exploit their creativity and knowledge.
- The teaching and administrative staff of the technology schools ensured that their work is evaluated at every given time to verify the effectiveness of their performance and in this way meet the technological objectives.

Decision making

The variable allowed us to know about the decisions made by the teaching and administrative staff within the technological field and in their work area. This variable is made up of 3 questions.

- A 69% was obtained, considering it not very acceptable and an action plan for improvements is required to be implemented.
- In the results, it was observed that the teaching and administrative staff of the technological institutions participate in making decisions that influence their work, so that they feel comfortable and will make known their strengths as well as weaknesses for improvement.
- The teaching and administrative staff are assured that when working they can do it their own way.

Work area

The variable allowed us to know the area in which the technological teaching and administrative staff carry out their work tasks, considering the conditions of the area, ergonomics and furniture so that they feel comfortable working. This variable is made up of 8 questions.

- 73% was obtained, which is considered unacceptable, and an action plan is required to be established to improve the working conditions of technological teaching and administrative staff. In the results, it was observed that the teaching and administrative staff of the technology companies assured that the workplace where they carry out their activities is safe, because the security measures are present, the electricity inlets are taken care of, and there are fire extinguishers. and drills are carried out at every certain time.
- In the results it was observed that there is no infirmary in case of an accident with the emergency kit that contains the necessary medications and tools.

Work stress

The variable allowed us to know if the teaching and administrative staff of the technology schools are stressed when doing their work, affecting their physical and emotional health. This variable is made up of 3 questions.

- There was a percentage of 62% considered to be unacceptable and requiring implementation to improve the emotional well-being of teaching and administrative staff.
- In the results, it was observed that the teaching and administrative staff of the technology schools feel stress when doing their work, due to the work schedule and the number of tasks they must perform in a day, sometimes they do not have a break to consume food.
- Leaders and bosses do not care about the physical and emotional well-being of teachers and administrators; therefore, recreational activities are not implemented for teachers and administrators and thus do not have the routine of the week.

Change

The variable allowed us to know the resistance to change that the teaching and administrative staff had, as well as the attitudes they presented with the change of direction for the incorporation of the new general direction of technology. This variable is made up of 9 questions.

- A percentage of 69% was obtained, which is considered unacceptable, and an action plan is required because there is resistance to change.
- In the results it was observed that the teaching and administrative staff assure us that with the new administration external communication improved, because each day's notices are reported through the school's official website and provide information highlighting the strengths of the school. Technologically, to strengthen the relationship with people who are looking for an institution to pursue their professional studies. They consider that the image of the institution has improved because the projects being carried out are made known, important dates are commemorated and the activities carried out within the technological fields are made known, such as: Christmas posada, the anniversary of the technological ones and on February 14, however, it is necessary to promote activities aimed at teachers and administrators.

Salary

The variable allowed us to know if the teaching and administrative staff of the technology schools feel satisfied, as well as to know if they receive the corresponding benefits. This variable is made up of 5 questions.

- A 61 was obtained, considering it not very acceptable and an action plan for improvements is required to be implemented.
- The teaching and administrative staff of the technology schools consider that the salary they receive for their work does not cover economic expectations.
- The teaching and administrative staff of the technology schools are given non-monetary incentives, this helps them increase their work performance.

Discussion

In the research, measurement of the work environment of teachers and administrators of the technological ones of Campeche, had the objective of diagnosing the work environment within the technological ones, and thus detect needs, for this a survey was applied in accordance with the modified IMCOC method, where it measures the following objective variables, communication, leadership, relationship between colleagues, motivation, control, decision making, work area, work stress, change and salary, as results it was found that the work environment of the teaching and administrative staff of the technological ones are acceptable, but monitoring is required, it is essential to implement strategies to improve the physical and emotional well-being of staff.

It is similar to the research of Molina [2019:783-798], where transformational leadership is considered as a tool to improve the work environment of teachers to improve the quality of their teaching, as well as taking care of their Health, in its transformational leadership model, emphasizes the importance of the sense of relevance in the institution, shared decision-making and promoting communication among staff because this contributes to staff motivation, for which it emphasizes the importance of applying a transformational leadership model, and that managers and teachers are committed to achieving it, for this it is based on Kotter's model [2006], indicating the following elements discussion about the elements of transformational leadership, formulating the vision, promote agreement, apply actions to achieve transformational leadership and finally create an educational culture that bases transformational leadership.

Another research is by Andrade et al [2022:1-9], called analysis of the work environment of the teaching staff of the National Technology of Mexico campus in Ciudad Juárez, communication, work team and climate were measured.

Participatory, with the result that teachers consider that the work environment is unfavorable, however in their work they have a high perception, for this they must work on the factors that prevent teachers from having a low perspective on the institution.

Also the research of Orozco [2010: 24-34], nominated academic quality and social relevance of higher education in Latin America, although it does not focus on the labor market, sought to define strategies to improve the quality of education, institutions of higher education are also constantly undergoing changes that influence their administration and image to know how it is reflected in the academic field, which is why IES consider revisions to the formal preparation schemes of students, expand the educational offer and that the curricula are flexible and invest in science and technology, at the same time considering that having quality higher education is reflected in the growth of society.

Conclusions

The research on the measurement of the work environment of teachers and administrators of the technological ones of Campeche, 8 variables were obtained, resulting in 60% and 75% being poorly acceptable. It is necessary to implement strategies to improve the work environment, including decision making, work area, work stress, change, salary, objectives, communication, leadership and motivation.

While the variables of communication, relationships between colleagues and control obtained positive percentages between 76% and 85%, which indicates that they are acceptable, strategies are needed for the physical and mental well-being of the staff.

Regarding the hypotheses, the first hypothesis is accepted that the change in leadership within the technological increased tension in the work environment, according to the research findings.

The second hypothesis that the new administration increased the workload of teachers is rejected, since the workload did not increase, but evaluations were performed more frequently to ensure quality work.

The third hypothesis that the change in administration led to frustration among teachers and administrative staff is rejected, since they feel freedom to choose how to organize their work, such as lesson planning, and there is better communication and collaboration between colleagues.

Proposals

For teaching staff:

- a) Implement training and professional development programs to improve their pedagogical skills and their ability to adapt to changes.
- b) Create interdisciplinary work groups to encourage collaboration and exchange of knowledge among teachers.
- c) Establish a feedback system to receive comments and suggestions from students and apply them to improve the quality of teaching.
- d) Implement strategies to reduce work stress, such as recreational activities relaxation workshops and emotional support programs.

For administrative staff:

- a) Establish clear and efficient processes for decision-making, to avoid uncertainty and lack of direction.
- b) Create a performance evaluation system that includes clear and measurable objectives, and a system of rewards and recognition for achievements.
- c) Implement training and professional development programs to improve the technical and leadership skills of administrative and customer service staff.
- d) Create an effective internal communication system to ensure timely and efficient communication between departments and areas of the institution.

Declarations

Conflict of interest

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

Authors' contribution

Cruz-Doriano, Sacramento: Research, programs, data analysis supervision, writing and editing of the manuscript.

Article

Chi-Chan, María Teresita de Jesús: Research, programs, data analysis and supervision.

Sánchez-Ucan, Herminia Guadalupe: Research, conceptualization, writing and editing of the manuscript.

López-Ponce, María Eugenia: Conceptualization, editing of the manuscript.

Availability of data and materials

The data from this study are confidential and not publicly available. They can be requested from the authors under specific conditions via.

Funding

The research did not receive any funding.

Acknowledgments

To the National Technological Institute of Mexico - Calkini Campus. RED ICALC. RED RGIIT. CACE.

Abbreviations

IES: Higher education institutions.

IMCOC: Instrument for Measuring Climate in Colombian Organizations.

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