The influence of job satisfaction on human resource performance in a healthcare organization.

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Abstract.

The purpose of this study is to analyze the perception that employees have of the factors of job satisfaction and organizational culture in a company in the health sector, the methodology used was quantitative approach and from the factors of job satisfaction based on the questionnaire S20/23 validated by Meliá and Peiró (1989) and the organizational culture model of Denisson (1990), The results indicate that there is a high level of job satisfaction, but there is also evidence of opportunities for improvement in terms of recognition and salary compensation. The highest correlational analysis was the mission from the cultural component and the factor associated with job satisfaction.

Key words: organizational culture, employees, job satisfaction.

1.   Introduction

In the context of health care institutions, organizational culture has become a critical factor for the success and sustainability of these organizations. According to Duque (2016), one of the main challenges faced by health sector companies is the definition and consolidation of a solid organizational culture, due to the diversity of behaviors, habits, beliefs and principles that characterize health personnel. This lack of cultural cohesion can generate a lack of institutional commitment, which in turn negatively affects the efficiency, quality and productivity of the organization (Fonseca, 2019)

Organizational culture has been recognized as a determining factor in business effectiveness. One of the most influential models in this field is that proposed by Denison (1990), who argues that organizational effectiveness is strongly influenced by four cultural dimensions: involvement, consistency, adaptability, and mission. These dimensions interact to create environments that promote high performance, innovation, and strategic alignment.

Denison Consulting (2019) complements this model by providing diagnostic tools that measure these dimensions in real organizational contexts, demonstrating the correlation between strong organizational culture and superior performance in variables such as profitability, quality, and customer satisfaction.

The general purpose of this research is to analyze the employees' perception of the key factors that generate job satisfaction, as well as to determine a correlational analysis between the factors of employee satisfaction and the components of organizational culture according to the model proposed by Denison (1990). For this reason, a theoretical review was conducted on organizational culture and climate, job satisfaction and its relationship with organizational performance, then through a quantitative methodological approach 146 S20/23 surveys were applied and oriented with Denison's model a correlational analysis was performed that allowed to have results that better explain the mood of employees and the internalization of corporate culture in a company in the health sector.

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2. **Theoretical framework**.

Organizational culture as a structuring environment for work behavior

Organizational culture and climate are fundamental constructs in organizational theory, with critical implications for strategic performance, innovative capacity, labor welfare and organizational change management (Piwowar-Sulej, 2021). Despite their frequent interchangeable use, both concepts present relevant theoretical and empirical distinctions.

Organizational culture is defined as the shared system of institutionalized meanings, values and practices that shape corporate identity and guide individual and collective behaviors (Iddrisu & Adam, 2024). In contrast, organizational climate alludes to subjective but shared perceptions about policies, practices and conditions of the immediate work environment, constituting a collective representation of the psychosocial atmosphere (Tadesse & Debela, 2024).

Recent evidence suggests that a robust organizational culture operates as a catalyst for work engagement (Khan et al., 2022), innovation generation (Budur et al., 2024), organizational performance (Eng'airo, 2024), and effective adoption of change initiatives (Bijalwan et al., 2024). These findings underscore the need to analyze both constructs from an integrative perspective, particularly for leaders and managers interested in developing competitive, adaptive, and humanly sustainable organizations.

In this sense, it is essential to mention the most relevant theoretical contributions in the study of organizational culture, such as Schein's (2010) model, which distinguishes between artifacts, professed values and basic assumptions; the cultural dimensions of Hofstede et al, (2010), who analyze national and organizational cultures along axes such as power distance and individualism; or Cameron and Quinn's (2011) framework, which classifies cultures into clan, adhocracy, hierarchy and market and Denison et al.'s (2011) model, which focuses on traits such as participation, consistency, adaptability and mission to explain organizational performance. Recent studies confirm the validity of these models as a theoretical foundation for cultural analysis in today's organizations, highlighting their applicability in globalized and digital contexts (Gujar et al., 2024; Kupiek, 2023, Tadesse & Debela, 2024).

In addition, there has been a growing emphasis on sustainability and inclusion within the realm of organizational culture (Hafeez et al., 2024). Organizations are increasingly recognizing the importance of fostering cultures that support sustainable environmental practices and promote diversity, equity, and inclusion among their employees (Ueda et al., 2023). This shift reflects broader social awareness and increasing pressure on companies to operate in a responsible and ethical manner (Pouresmaieli et al., 2024). The integration of technology into HR processes, such as recruitment, has also been examined in relation to cultural alignment, highlighting how digital tools and innovative approaches such as design thinking can improve the selection of candidates that align with organizational values (Kiesow, 2024).

Likewise, organizational culture has established itself as a critical factor with significant implications in multiple dimensions of organizational effectiveness. Related research has demonstrated its direct influence on performance outcomes, encompassing employee productivity, innovativeness, and project success (Tan, 2019; Abawa & Obse, 2024). In the dynamic context of organizational change and transformation, culture plays a crucial role as a facilitator or hindrance to the implementation of new strategies and technologies (Assoratgoon & Kantabutra, 2023); while the distinction and interaction with organizational climate continues to be a relevant area of research for understanding long-term and short-term influences on the work environment (Zhang et al., 2024).

Human talent performance: tangible results of culture and job satisfaction

Recent research reveals an intrinsic and significant relationship between organizational culture, job satisfaction and human talent performance (Paais & Pattiruhu, 2020). Specialized studies have analyzed this connection, demonstrating that a culture based on mutual support, continuous learning, transparent communication and collaboration directly favors individual performance, competence acquisition and collective efficiency (Mlambo et al., 2021). Likewise, job satisfaction is consolidated as a key factor, since it

positively influences aspects such as commitment, absenteeism reduction, work quality and even the innovative capacity of collaborators (Memon et al., 2021).

Organizational culture and job satisfaction directly influence human talent performance by fostering intrinsic motivation, commitment and effective collaboration, since a positive environment - based on trust, open communication and mutual support - drives employees to exceed expectations and contribute to organizational success (Sjarifudin et al., 2023; Kaur, 2024); moreover, when continuous learning, professional development and emotional well-being are prioritized, not only team satisfaction and resilience increase, but also their productivity and retention, thus consolidating a competent human capital aligned with the company's strategic objectives (Choudhary & Kunte, 2024; Gabriel et al., 2022).

A strong organizational culture and satisfied employees are the foundation of any company's success (Rabbad et al., 2024). When a company fosters a positive work environment and values its human talent, the results are evident: teams work more efficiently, service quality improves significantly and innovation flourishes (Radu, 2023). This not only strengthens customer relationships, but also drives profitability and long-term growth (Gazi et al., 2024).

Methodology.

This research has a quantitative descriptive-correlational approach, aimed at analyzing the relationship between organizational culture, job satisfaction and the performance of human talent in a company in the health sector. A total of 146 surveys were applied to employees who were the representative sample , in order to evaluate key factors such as the relationship with management, participation in decisions, physical environment, promotion and benefits. The information collected made it possible to identify levels of satisfaction and perceptions of the work environment.

The S20/23 questionnaire was used to measure job satisfaction, validated by Meliá and Peiró (1989), which groups various factors associated with job well-being such as compensation, physical environment, participation and promotion possibilities. This instrument, widely used in organizational studies, was complemented with the theoretical guidelines based on Denison's (1990) cultural model. The internal consistency of the scale was verified by Cronbach's alpha coefficient, which yielded a value above 0.85, indicating a high reliability of the items applied in the context of this research.

Subsequently, a correlation matrix was developed to establish links between the dimensions of organizational culture (involvement, consistency, adaptability and mission) and job satisfaction factors. The analysis of the data revealed positive and significant correlations, especially between the mission dimension and job satisfaction. The results made it possible to identify areas for improvement and to promote strategies to strengthen the well-being of the personnel and their organizational performance.

3.   Results.

The results obtained from the observations collected in a health sector organization are shown below. In the first instance, the job satisfaction factors are shown, organized with the highest and second highest scores, in addition to the key observation column

Table 1. Results of the factors evaluated by first and second highest scores.

Job satisfaction factor	Higher qualification	%	Second highest rating	%	Key observations
Relationship with management	Quite satisfied	38%	Very satisfied	24%	20% are only somewhat satisfied.
Participation in decisions	Quite satisfied	42%	Somewhat satisfied	25%	Participation was acceptable but could be improved.

Job satisfaction factor	Higher qualification	%	Second highest rating	%	Key observations
Possibility of promotion	Quite satisfied	42%	Somewhat satisfied	23%	Need to strengthen career plans.
Physical work environment	Quite satisfied	43%	Very satisfied	22%	Good conditions, although 7% are somewhat dissatisfied.
Job satisfaction	Quite satisfied	47%	Very satisfied	25%	Highest overall satisfaction factor.
Compensation and benefits	Quite satisfied	30%	Somewhat satisfied	27%	It is the factor with the **highest cumulative dissatisfaction** (up to 26%).

Source: Prepared by the authors based on research data.

According to the results shown in Table 1, there is evidence of a general level of favorable satisfaction among employees, with a higher concentration of responses in the "fairly satisfied" category in all the factors evaluated. Also, "job satisfaction" is highlighted as the most highly valued aspect (47% quite satisfied and 25% very satisfied), which shows a positive perception regarding the content and meaning of the job role. However, critical areas such as "compensation and benefits" are identified, with the lowest proportion of satisfaction (30% fairly satisfied) and the highest level of intermediate or dissatisfied responses, indicating the need to review compensation policies. The "possibility of promotion" also stands out with an acceptable rating, but suggests opportunities for improvement in career development. In general terms, the results indicate that, although there is a generally positive work environment, structural aspects such as economic recognition and professional growth should be prioritized to strengthen motivation and organizational commitment

On the other hand, the correlation coefficients between the dimensions of organizational culture (involvement, consistency, adaptability and mission) and the main factors of job satisfaction evaluated in the organization are presented. These values make it possible to identify the intensity of the relationship between the cultural environment perceived by employees and their level of satisfaction in key aspects of the work environment.

Table 2. Correlation Matrix between Organizational Culture Dimensions and Job Satisfaction Factors.

Organizational Culture Dimension	Relationship with management	Participation in decisions	Possibility of promotion	Physical work environment	Job satisfaction	Compensation and benefits
Involvement	0.208	0.227	0.215	0.057	0.216	0.106
Consistency	0.162	0.189	0.168	0.139	0.114	0.100
Adaptability	0.173	0.225	0.130	0.179	0.064	0.123
Mission	0.154	0.175	0.218	0.118	0.235	0.168

Source: own elaboration based on research data supported by IA.

The results of the correlation matrix show positive relationships between the dimensions of organizational culture and job satisfaction factors, although with moderate levels of association. The mission dimension shows the highest correlation with job satisfaction (0.235), suggesting that when employees understand and are aligned with institutional objectives, their perception of their work improves significantly. Likewise, involvement is highly correlated with participation in decisions (0.227) and job satisfaction

(0.216), indicating that a sense of belonging and commitment influences work motivation. On the other hand, consistency and adaptability present lower associations, especially with factors such as physical environment and compensation, which can be interpreted as an opportunity to strengthen these cultural dimensions and generate a greater impact on workers' overall satisfaction. These findings reinforce the need to consolidate a coherent, participative and mission-oriented organizational culture.

4.   Conclusions.

The findings of this research confirm that job satisfaction in the health sector is significantly influenced by factors such as the relationship with management, the possibility of promotion and compensation, which have a direct impact on the perception of the work environment. Despite the fact that the majority of employees report being quite satisfied, critical areas are identified that require attention, particularly with regard to career development and the benefits offered. These aspects, if not addressed strategically, could affect the retention of human talent and long-term organizational commitment.

It is also evident that the dimensions of organizational culture, especially mission and involvement, are positively related to levels of job satisfaction. This highlights the importance of strengthening a clear, shared and participatory organizational culture that allows staff to align themselves with organizational objectives and feel valued in their role. In conclusion, promoting a solid and coherent organizational culture, together with policies that respond to the needs of human talent, is key to optimizing performance and well-being in health sector organizations.

5.   Discussion

This research shows that the study of organizational culture has been predominantly approached through empirical methods, with a strong emphasis on both quantitative and qualitative approaches. This methodological preference reflects a scientific rigor based on the analysis of real data, thus consolidating the soundness of the findings in this field. It should be noted that interest in studies related to this topic has experienced significant growth in recent years, driven by two key factors: the transformation of work environments and the recognition of culture as a strategic element for organizational success (Zammuto et al., 1991).

On the other hand, the structuring environment of work behavior within organizational culture highlights its intrinsic, complex and multifaceted nature. Among the most recurrent themes in the literature, innovation, performance, teamwork, results orientation and employee involvement stand out (Hoang et al., 2021). However, the absence of a consistent categorization among the studies reveals the subjectivity inherent in the definition of the construct. This diversity of conceptualizations not only reflects the plasticity of organizational culture, but also its dynamic and context-dependent character, which is subject to variable interpretations and factors (Georgiadou et al., 2024)

This study examines the relationship between human talent performance, organizational culture and job satisfaction, identifying environmental factors as key determinants of culture, which influence organizational behavior. The findings show the impact of variables such as external threats, market fluctuations, internal communication systems, labor motivation mechanisms, training programs, institutional regulations, industry particularities and technological advances in shaping organizational cultures.

Recent research, conducted by Shayrine & Venugopal (2015) and Kontoghiorghes (2016), supports the dynamic nature of these factors and their role in understanding the interaction between core human values and talent management. The results obtained highlight the strategic adaptability of organizations, demonstrating how the alignment of their culture with the challenges and opportunities of the external environment favors their competitive sustainability.

In this research, the structuring environment of organizational culture argues that leaders transfer and reconfigure the cultural experiences derived from previous managerial roles, thus exerting a determining influence on the configuration of the current organizational culture. This process evidence both the

dynamic interdependence between cultures and the catalytic role of leadership transitions in cultural change processes. Thus, the implementation of strategies for: professional development, innovation, communication, collaboration and job satisfaction, constitute a multidimensional analytical framework that allows the complexity of organizational culture to be examined. These findings not only enrich the theoretical-disciplinary support, but also provide inputs for its strategic management, integrating structural and human dimensions in organizational practice.

This study deepens the theoretical, methodological and practical understanding of organizational culture, identifying emerging trends and addressing critical gaps in the existing literature. Its findings not only provide tools for managers to make informed strategic decisions about cultural dynamics but also outline lines of future research focused on: (1) the mechanisms of organizational culture strengthening, transformation, and sustainability in competitive and changing global environments, and (2) the role of organizational empowerment in designing adaptive, evidence-based cultures aligned with strategic objectives.

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