Organizational Culture in Job Satisfaction in Public Entities in the Realm of Technological Advancement

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The objective of the research is to determine the influence of organizational culture on job satisfaction in a public entity in Peru; The scope being explanatory, in addition the design was non-experimental, the type is applied, with regard to the sample it is 136 workers, the approach is quantitative, the instrument used is the questionnaire. It was found that 84.6% of the staff perceive the characteristics of the organizational culture at a regular level, where the most highlighted dimension is the "Institutional Norms" and the one that should be focused on is the "Personal Beliefs"; and 62.5% consider their job satisfaction for being part of the institution to be of an adequate level, where the most highlighted is the "Type of activity" and the one that should focus attention is "Participation in decisions." It is concluded that organizational culture significantly influences staff job satisfaction, given the chi-square of 45.502 (p = 0.000) and a Nagelkerke of 0.404; There is also influence of each of the dimensions (personal beliefs, personal values and institutional norms) on "Job Satisfaction".

Keywords: Organizational culture, job satisfaction, work atmosphere, expectations.

1. Introduction

Rodríguez-Ponce et al. (2022) specify that the organizational culture in public institutions can vary depending on the country, the region, and the type of institution, but they generally share some common characteristics, such as: They tend to be highly structured and follow established bureaucratic procedures; applying an approach focused on serving the public interest and citizens; value stability and continuity in their operations and policies, generating resistance to change; and political skill and the ability to navigate complex negotiation

environments are valued; this is complemented by Triguero et al. (2022) who point out that public institutions place a strong emphasis on legality and ethics in all their activities; Equal opportunities policies, diversity and inclusion programs, and a culture of respect and tolerance are promoted.

Amasifuen et al. (2022) conducted research on job satisfaction in a public entity, where they specify that staff dissatisfaction can manifest itself in several ways and can be influenced by a series of factors, such as: Salaries are mostly lower compared to the private sector; lack of recognition for the work done and the absence of incentives and rewards; few opportunities for professional growth and development in the entity; the presence of uncooperative work environments; work overload; lack of autonomy and control over work; among others; These are just a few of the common characteristics of job dissatisfaction in a public entity, but they can vary depending on the specific context of the organization and the individual experiences of employees.

In Peru, there is a public entity in charge of supervising the treatment of entities with their workers, which, in 2021, has received 6,896 complaints from employees, who are generally service companies, indicating that they perceive a set of behaviors or attitudes that can be considered fair or dishonest, since these measures can express the situation of the jobs. The allocation of resources to salaries is often a very important factor for employee satisfaction, although it is true that some employees feel satisfied in the workplace only when they feel valued for their work. (SUNAFIL, 2021)

In addition, in the country, 45% of employees are dissatisfied in the workplace, which was revealed by a survey, where this percentage shows that their opinion is undervalued, and a very obvious factor is that the relationship with the immediate superior is very unclear, and the support that employees receive for their goals is much less manifested. Good management should not perceive organizational equality as a basic need of employees. Especially in the public sector, many organizations take measures to increase job satisfaction, maintain a good work environment and, most importantly, integrity is one of the most important administrative tasks that must be done with commitment (Diario Gestión, 2014)

Considering our work experience and the institutional diagnosis in a public entity in Arequipa, it is specified that there are scenarios of labor friction, since public officials expressed that there is a lack of leadership on the part of area heads, who declared that they did not receive fair treatment, compared to the benefits received by managers; Similarly, there are complaints about erroneous decisions regarding the promotion of heads of institutions and election to certain positions that do not meet certain requirements; In addition, there is discomfort in terms of workload, affecting not only the proper functioning of the organization, but also the satisfaction of the staff at work. All this problem associated with the lack of an adequate level of job satisfaction of the staff is what has been investigated, and whether the organizational culture is indeed a key factor in the existence of this work scenario.

Therefore, the general objective was to determine the influence of organizational culture on job satisfaction in a public institution in Peru; The specific objectives are: To analyze the influence of personal beliefs, personal values and institutional norms on the job satisfaction of the staff of a public institution in Peru.

Regarding the theoretical basis of the variable "Organizational culture", the definition of Bustamante et al. stands out.(2022), who emphasize that it must be understood as the engine of the entity, and that it is made up of all the values shared by all the people who work in it, in addition to the beliefs and other intangible aspects, which are basic to achieve organizational cohesion; Reyes (2018) also points out. who specifies that the institutional culture serves as a link with society and plays a fundamental role in the cohesion of the organization; In addition, it acts as a frame of reference for employees, guiding them on how to carry out their tasks in an organized manner, being crucial to maintain a continuous process of improvement, constantly evaluating what aspects should be maintained or modified to promote the growth and strengthening of the institution, finally it includes the rules and norms of coexistence that promote the positive development of people within the organization.

Regarding the levels of organizational culture, Schein (1988) is considered and cited by Ovillo et al. (2023), who describes three main levels, which interact with each other to form the culture as a whole, analyzing them is crucial to truly understand how an organization works and how challenges related to cultural change can be addressed, we have:

- Surface level or artifacts: Includes visible aspects of organizational culture, such as symbols, rituals, language, formal structures, and tangible artifacts; These elements are easily observable from outside the organization and can include office layout, dress style, language used in internal and external communication, among others.

- Intermediate level or shared values: This refers to the values, beliefs, and norms that underlie visible artifacts; Although these aspects may not be explicitly recognized by the members of the organization, they guide their behavior and decisions. Shared values represent the core principles that members of the organization consider important and that influence the way they work and relate to each other.

- Deeper Level or Basic Assumptions: Represents the deepest, deepest, and often unconscious beliefs that underlie shared values; These basic assumptions are so fundamental that they are rarely questioned and can be related to concepts such as the nature of reality, human nature, and the relationship between the organization and its environment. Basic assumptions are difficult to change and can be difficult to identify without a deeper analysis of organizational culture.

Cameron and Quinn (1999) cited by Cancino and Vial (2022), propose an organizational culture model that identifies four main types of cultures, based on two fundamental dimensions, which are: Focus on internal vs. external control, refers to how the organization manages its processes and operations, where organizations with a focus on internal control tend to be more focused on stability, internal order and efficiency, on the other hand, organizations with a focus on external control are more concerned with adaptation to the external environment, innovation, and responding to market changes; and the focus on flexibility vs. stability, refers to how quickly the organization responds to change, organizations with a focus on flexibility are more adaptable, open to change, and focused on innovation, on the other hand, organizations with a focus on stability prefer to maintain the status quo, prioritizing consistency and predictability. Based on this, the types of organizational cultures are:

- Clan Culture: There is a strong emphasis on internal control and flexibility, there is a family-like atmosphere, focused on collaboration, teamwork, and commitment to employees; they are similar to tribes or clans where employees share common values and goals.

- Adhocratic Culture: Combines a focus on external control with an emphasis on flexibility; they are innovative, creative, and change-oriented, encouraging experimentation and rapid adaptation to market demands.

- Hierarchical Culture: Characterized by a strong focus on internal control and stability, they tend to be bureaucratic, with a clearly defined authority structure and standardized procedures, decision-making is usually centralized, and there is an emphasis on efficiency and predictability.

- Market Culture: Combines a focus on external control with an emphasis on stability; they are results-oriented, competitive and focused on achieving business goals and objectives, striving to stay on top of market trends and respond effectively to competition.

For the measurement of organizational culture, the dimensions applied by Ponte (2022) have been considered, who did research where he analyzes the culture that characterizes a Peruvian hospital, and who adapted it from the work of Valenzuela (2018), which is similar to what is intended to be done in this work, it has:

a) Personal beliefs: These are the ways of behaving that people adopt, according to their customs and ideas in a certain space.

b) Personal values: This is the moral judgment that is generated in the face of a certain reality, it depends on the psychological state of the individual, they are impacted by the existence of prejudices, others, which makes one adopt certain positions.

c) Institutional norms: Consideration is given to the various patterns of behavior that are accepted in a group, which allows us to regulate how people should behave in certain situations.

Regarding the theoretical basis of the variable "Job satisfaction", the definition of Mora and Mariscal (2019) stands out, who point out that job satisfaction is influenced in part by the individual expectations and perceptions of each employee regarding the organization, which directly affects their motivation; also that of Davis and Newstrom (2003) cited by Córdova (2022), who specify that it is about the favorable or unfavorable impressions that a person has about their job and the work environment in which they are, since the employee reflects their commitment through behavior in the workplace, being some key aspects to consider to improve job satisfaction: Salary, manager, type of tasks performed, colleagues or work groups, direct working conditions, not to mention factors such as age, gender, seniority, professional level, and size of the company.

Paredes et al. (2022) carried out research where they describe some theories that seek to explain job satisfaction and the factors that influence it, among which the following stand out:

- Maslow's Hierarchy of Needs Theory: Postulates that human needs are organized in a hierarchy, from basic needs such as food and shelter to higher needs such as self-

actualization; he suggests that job satisfaction is related to the satisfaction of needs in this hierarchy.

- Herzberg's Two-Factor Theory (Motivation-Hygiene Theory): He proposed that there are two sets of factors that influence job satisfaction and job dissatisfaction independently; the factors that lead to satisfaction are called "motivating factors" and are related to the content of the job, such as achievement, recognition, and responsibility. The factors that lead to dissatisfaction are called "hygiene factors" and are related to the work environment, such as working conditions, salary, and company policies.

- Fairness Theory: Proposed by Stacy Adams in 1965, which suggests that individuals compare the relationship between their efforts and rewards to the relationship between the efforts and rewards of others; if they perceive the relationship to be fair, they will experience job satisfaction; conversely, if they perceive an inequity, they may experience dissatisfaction and seek to restore fairness.

- Social exchange theory: Suggests that job satisfaction is influenced by social relationships between employees and employers; employees evaluate the quality of these relationships and perceived reciprocity in social exchanges, such as supervisor support, fair treatment, and development opportunities.

- Vroom's Expectancy Theory: He proposed that employees' motivation to achieve certain goals is influenced by their expectations about the relationship between the effort they put in and the results they hope to achieve; if employees believe that their efforts will lead to positive and valuable outcomes, they are more likely to be satisfied at work.

Rivas (2007) cited by Olivera (2022) specifies the following dimensions to analyze the level of job satisfaction, which are considered in this work:

a) Participation in decisions: Participation in collective decision-making is essential for decision-making progress and independence. The ability to participate in group decision-making leads to motivation, promotes integration, and builds consensus within the group. The ability to participate in decisions regarding the immediate work environment or the company's image is an aspect that increases job satisfaction.

b) Type of activity: Scientists have found that people prefer work in which they can use a variety of tasks, freedom and feedback about their skills and abilities, as well as accomplishments and qualities that interfere with intellectual work. Situations with minor problems cause anger, but many challenges cause frustration. In mild conditions, employees feel joy and satisfaction. Nationally, finding an attractive job has been shown to be one of the most important factors in happiness. The department you work in can also make a difference, as managers or senior management tend to be happier.

c) Remuneration: Employees require efficiency, consistency, and integrity in the remuneration system and promotion policy established by the company. Whether the salary seems decent to them, which depends on the pressure of the job, the employee's special skills, and the amount of the current salary; Satisfaction is probably a consistent result. Similarly, those who believe that decisions about development are made and honestly are usually satisfied with their work.

2. Methods

It is detailed that the type of research is applied, being the design is non-experimental, of explanatory level, the cross-sectional section was used to collect the data, the approach is quantitative; For the sample, the following values have been considered: Population is 211 (N), sampling error is 5% (e), 95% confidence (Z = 1.96) and probability of 50% (P), substituting in the formula of finite populations, a value of 136 workers was obtained, being the inclusion criteria: Work in a budgeted position and have been working for at least six months in the public entity selected for the research.

The technique used was the survey, with the questionnaire being the instrument used, which is a set of organized and structured items that are applied in a sample (Hernández et al., 2014); these were validated through the criterion of the Judgment of Three Experts, which rated on average as adequate, on reliability, Cronbach's Alpha statistic was used. therefore, a Pilot Test was applied with 20 workers, obtaining 0.831 for the variable "Organizational Culture" and 0.892 for the variable "Job satisfaction", from which it can be deduced that the instruments are adequate to be applied (George & Mallery, 2003).

The items have five response options, for which the Likert scale was applied, from which: "Never" (value = 1), "Almost never" (value = 2), "Sometimes" (value = 3), "Almost always" (value = 4) and "Always" (value = 5); based on this, the perceptual responses were grouped into three levels of equal amplitude: Adequate, regular, and inadequate; where the operationalization of variables is as follows:

Table 1 Dimensions – indicators for each variable

Table 1. Operationalized Variables

Variable	Definition	Dimension	Indicator	Scale
Independent Variable: Organizational Culture	It is the engine of the entity, and that it is made up of all the values shared by all the people who work in it, in addition to the beliefs and other intangible aspects, which are basic to achieve organizational cohesion (Bustamante et al. (2022).	- Personal beliefs. - Personal values. - Institutional standards.	- Paradigm, mental schema, habits. - Reliability, credibility, accountability. - Protocol, regulations, ethics.	Ordinal
Dependent variable: Job Satisfaction	It refers to the number of individual bonuses an employee receives and how much they think they should receive. In general, this is the behavior of some workers in relation to their duties (Simbron-Espejo & Sanabria-Boudri, 2020).	- Participation in decisions. - Type of activity. - Remuneration.	- Decision, promotion, contributions. - Importance, enjoyable work, pride. - Fair wages, value, needs.	Ordinal

Note. Own

3. Results

The results in Table 2 refer to the variable "Organizational culture", from which it can be seen that 84.6% of the workers of a public institution perceive the characteristics of the organizational culture as fair, 15.4% consider it to be of an adequate level, and 0.0% that it is of an inadequate level; So the majority of the staff needs to know that they have a culture that is becoming more and more consolidated, but that there are aspects that need to be reinforced.

Table 2. Results of the variable "Organizational Culture"

Level	Frequency	Percentage
Inadequate	0	0,0
Regular	115	84,6
Adequate	21	15,4
Total	136	100,0

Note. "Organizational Culture" Questionnaire

Table 3 presents the summary of the descriptive behavior of the dimensions of the variable "Organizational Culture", of which the most highlighted are the "Institutional Norms" and what should be focused attention are the "Personal Beliefs".

Table 3. Results of the variable "Organizational Culture" (by dimension)

Dimension		Frequency	Percentage
Personal Beliefs	Inadequate	21	15,4
	Regular	76	55,9
	Adequate	39	28,7
Personal Values	Inadequate	0	0,0
	Regular	115	84,6
	Adequate	21	15,4
Institutional rules	Inadequate	0	0,0
	Regular	100	73,5
	Adequate	36	26,5

Note. "Organizational Culture" Questionnaire

The results in Table 4 refer to the variable "Job satisfaction", from which it can be seen that 62.5% of the workers of a public institution perceive that their job satisfaction is of an adequate level because they are part of the institution, 37.5% consider that it is of a regular level, and 0.0% that it is of an inadequate level; So you have to say that most of the staff consider that they are happy to work in this prestigious institution in the city.

Table 4. Results of the variable "Job satisfaction"

Level	Frequency	Percentage
Inadequate	0	0,0
Regular	51	37,5
Adequate	85	62,5
Total	136	100,0

Level	Frequency	Percentage
Inadequate	0	0,0
Regular	51	37,5
Adequate	85	62,5

Total	136	100,0

Note. "Job Satisfaction" Questionnaire

Table 5 presents the summary of the descriptive behavior of the dimensions of the variable "Job satisfaction", of which the most highlighted is the "Type of activity" and what should be focused on is the "Participation in decisions".

Table 5. Results of the variable "Job satisfaction" (by dimension)

Dimension		Frequency	Percentage
Participation in decisions	Inadequate	0	0,0
	Regular	71	52,2
	Adequate	65	47,8
Type of activity	Inadequate	0	0,0
	Regular	49	36,0
	Adequate	87	64,0
Remuneration	Inadequate	0	0,0
	Regular	65	47,8
	Adequate	71	52,2

Note. "Job Satisfaction" Questionnaire

In order to meet the first specific objective, that of analyzing the influence of personal beliefs on job satisfaction in a public entity in Peru, the following are required:

H0: There is no influence.

H1: There is influence.

Table 6 shows the report of the regression model obtained, from which the chi-square value is 29.392 (p = 0.000), because "p" is less than 5% significance, it is found that the beliefs of the workers influence the satisfaction of the staff; In addition, the Nagelkerke score was 0.276, implying that 27.6% of the variations in satisfaction are caused by changes in personal beliefs.

Table 6. First specific objective analysed

Model				
Model	Log. of plausibility. -2	Chi-square	Gl	Gis.
Intersection only	40,492			
Final	11,100	29,392	2	0,000

Pseudo R2	
Cox and Snell	0,194
Nagelkerke	0,276
Mcfadden	0,177

Note. Questionnaires

In order to meet the second specific objective, that of analyzing the influence of personal values on job satisfaction in a public entity in Peru, the following are required:

H0: There is no influence.

H1: There is influence.

Table 7 shows that the chi-square value is 44.402 (p = 0.000), because "p" is less than 5% significance, it is clear that the values of the person influence the satisfaction of the staff; In addition, the Nagelkerke was 0.394, which implies that 39.4% of the variations in satisfaction are caused by changes in personal values.

Table 7. Second Specific Objective Analyzed

Model				
Model	Log. of plausibility. -2	Chi-square	Gl	Gis.
Intersection only	55,700			
Final	10,197	44,402	1	0,000

Pseudo R2	
Cox and Snell	0,284
Nagelkerke	0,394
Mcfadden	0,275

Note. Questionnaires

In order to meet the third specific objective, that of analyzing the influence of institutional norms on job satisfaction in a public entity in Peru, the following are required:

H0: There is no influence.

H1: There is influence.

Table 8 shows that the chi-square value is 33.908 (p = 0.000), because "p" is less than 5% significance, it is clear that the entity's standards influence staff satisfaction; In addition, the Nagelkerke was 0.313, which implies that 31.3% of the variations in satisfaction are caused by changes in regulations.

Table 8. Third specific objective analysed

Model				
Model	Log. of plausibility. -2	Chi-square	Gl	Gis.
Intersection only	44,911			
Final	11,003	33,908	1	0,000

Pseudo R2	
Cox and Snell	0,221
Nagelkerke	0,313
Mcfadden	0,205

Note. Questionnaires

In order to fulfill the general objective, that of analyzing the influence of organizational culture on job satisfaction in a public entity in Peru, the following are required:

H0: There is no influence.

H1: There is influence.

Table 9 shows the report of the ordinal logistic regression model, where the chi-square value is 45.502 (p = 0.000), because "p" is less than 5% of significance, it has to be said that the culture of the entity influences staff satisfaction; In addition, the Nagelkerke was 0.404, which

implies that 40.4% of the variations in satisfaction are caused by changes in the organizational culture.

Table 9. General objective analysed

Model				
Model	Log. of plausibility. -2	Chi-square	Gl	Gis.
Intersection only	55,700			
Final	10,197	45,502	1	0,000

Pseudo R2	
Cox and Snell	0,284
Nagelkerke	0,404
Mcfadden	0,275

Note. Questionnaires

4. Discussion

The results obtained allow us to specify that organizational culture significantly influences job satisfaction in a Peruvian public entity, given that a chi-square of 45.502 (p = 0.000) and a Nagelkerke of 0.404 were found; it is also detailed that each of the dimensions of the variable "Organizational culture" (personal beliefs, personal values and institutional norms) influence the variable "Job satisfaction".

Since the satisfaction of the hospital staff is mostly adequate, this is mainly because they feel satisfied to be part of an emblematic entity in the city, in addition to applying what they have learned in their higher studies within the work, the appropriate work atmosphere, others, despite the fact that there is some discomfort on the part of recognition of the sector, in terms of the economic aspect of the work carried out and the responsibility; All these aspects make up the organizational culture, which influences the level of satisfaction of the staff with the institution.

It is in line with the work of Vallellano (2020), who concludes that the conditions of the workplace affect the level of worker satisfaction; since the type of activity is the most prominent dimension, and there it is detailed that the work done is pleasant.

There is agreement with the work of Vargas (2020), who concludes that culture in the entity is positively and poorly related to satisfaction (Rho = 0.26); since it was obtained that the satisfaction of the staff is influenced by the culture that characterizes the institution.

We disagree with what Mamani (2017) obtained, who concludes that there is no relationship between worker satisfaction and quality of service; since it was found that there is adequate staff satisfaction, and this is reflected in the provision of acceptable care to patients.

We agree with Liendo and Lucena (2020), who conclude that the factors analyzed impact the job satisfaction of the staff of a financial institution; since the most highlighted aspect when

analyzing the variable "Job satisfaction" was the type of activity, which implies that the staff feels they are carrying out their health activities.

Finally, we agree with Ayca (2018), who concludes that working conditions had a significant impact (p=0.000) on staff satisfaction; since the workers are mostly satisfied, with the type of work activity being the most highlighted.

5. Conclusions

- Organizational culture significantly influences job satisfaction in a public entity in Peru; given that a chi-square of 45.502 (p = 0.000) and a Nagelkerke of 0.404 were found; In addition, 84.6% of the staff perceive the characteristics of the organizational culture at a regular level, where the most highlighted dimension is the "Institutional Norms"; and 62.5% consider their job satisfaction for being part of the institution to be at an adequate level, where the most highlighted is the "Type of activity".

- Personal beliefs significantly influence job satisfaction in a public entity in Peru, as a chi-square of 29.392 (p = 0.000) and a Nagelkerke of 0.276 were obtained; Therefore, it is suggested that your managers focus on strengthening work habits that contribute to the existence of an adequate work environment, such as respecting the opinions of all co-workers, communicating assertively, managing time better, etc.

- Personal values have a significant influence on job satisfaction in a public entity in Peru, with a chi-square score of 44.402 (p = 0.000) and a Nagelkerke score of 0.394; therefore, it is suggested that its managers focus on applying indicators to monitor the responsibility of personnel in the fulfillment of the requested functions, which will allow them to provide timely and quality feedback.

- Institutional norms have a significant influence on job satisfaction in a public entity in Peru, with a chi-square score of 33.908 (p = 0.000) and a Nagelkerke score of 0.313; Therefore, it is suggested to its managers to focus on managing the facilities so that the staff can comply with the protocols required in the entity.

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