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ORGANIZATIONAL CLIMATE AND JOB SATISFACTION: STUDY OF A PRIVATE SECURITY COMPANY LOCATED IN THE SOUTHEAST OF MEXICO

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Abstract: The purpose of this study is to verify if there is a relationship between the level of openness of the organizational climate and job satisfaction of a private security company in the southeast of Mexico. This research is exploratory, descriptive, quantitative and correlational. The results indicate that the organizational climate is closed, mainly due to the lack of support from the authorities and the low commitment of the workers, which causes little satisfaction of the personnel of the security company, due to the low salaries, the policies and company practices and inadequate tralow conditions. On the other hand, no significant relationship was found between both variables. However, the connection between climate and satisfaction only exists in some aspects of the organization. To improve the company, it suggests that managers generate an open climate in which they give greater support, trust and attention to workers. Likewise, it is proposed that bosses promote a "culture of participation" by granting greater initiative and autonomy to workers, which will contribute to increasing trust, responsibility and commitment.

Keywords: Organizational climate, job satisfaction, security company, participation.

INTRODUCTION

BACKGROUND

The advance of industrial capitalism to corporatism favored the growth of private security companies, since the emergence of large corporations brought about the need to use private security systems to take care of the assets and profits of businessmen, because this activity hardly it could be carried out by the police, dedicated to maintaining public order (Laurrati, 1991). In various parts of the world, public security has been privatized due to the increase in insecurity, fear of being a victim of crime, and lack of trust in authorities. The State has increasingly fewer possibilities of controlling information from the media and criminal networks (Castell, 1997). Zamorano (2019) indicates that the privatization of security has caused increasing control of this service in the hands of individuals. However, the State has maintained the responsibility of regulating private security to guarantee compliance with current laws.

In Mexico, private security services emerged in the 1970s, due to the lack of protection for the business sector and the delay in public security as new forms of violence and crime emerged. In this context, the State was losing the capacity to meet the security demands of the private sector, promoting its own financing in search of security (Serralde, 2020).

López (2016) states that private security companies in Mexico emerged on the legal basis of subcontracting, through the Federal Tralow Law (LFT), so the State regulates their operation starting in 2012 to ensure the adherence to the laws in force (Zamorano, 2019). However, these companies carry out arbitrary practices to the detriment of their workers, such as: lack of benefits, absence of social security, long work hours and tax evasion, among other aspects.

Given this context, it is necessary to carry out studies of the organizational climate and the job satisfaction that prevails, since both constructs are indicators of business quality, and therefore; They influence productivity levels, absenteeism and costs. Private security companies need to have workers who work in open and satisfied environments that help achieve the company's objectives.

ORGANIZATIONAL CLIMATE

The organizational climate is made up of a series of consistent variables that define an organization, differentiate it from another and cause them to intervene in the behavior of the individuals that constitute it (Dessler, 1979). Some of these variables are

structure, leadership, commitment, policies, administrative practices, decision-making processes, and technologies, to name a few. These dimensions determine various types of behavior both in tralow groups and in people who work in an institution. Álvarez (1995) indicates that the organizational climate is the environment that prevails in an organization, having influence on the behavior and satisfaction of workers. Goncalves (2000) mentions that there is a direct relationship between structure and behavior when referring to the organizational climate. Likewise, Chiavenato (2007) confirms that the various characteristics of the work environment influence the behavior of employees.

Numerous studies agree that the organizational climate can be measured through perceptions, since these allow obtaining information about the structures and processes of the work environment. By measuring the climate, you can determine whether it is open or favorable, closed or unfavorable, or whether it is neutral. Silva (1996) comments that the variables of the work environment give rise to different types of climate.

According to Hoy and Miskel (2000), Alpin and Croft's typology is widely known in organizational climate studies due to the application of the Organizational Climate Descriptive Questionnaire (OCDQ), which adapts to the typology by varying on a continuum. from "open" to "closed", based on Lewin's research in 1935, about reasoning that can be: a) open and receptive, associated with operational flexibility; or b) closed and rejecting, in favor of functional rigidity.

Ekvall (2003) states that the organizational climate is an indicator of quality on the behavior of workers, which is why it has an influence on the degrees of absenteeism, satisfaction, costs and productivity. Therefore, it is necessary for organizations to have employees who work in favorable climates that allow the achievement of their objectives. The information obtained from research contributes to adequate decision-making for innovation and organizational improvement.

WORK SATISFACTION

Starting in the 1930s, studies of job satisfaction increased, focusing their interests on a better quality of life (Chiang, Méndez and Sánchez, 2010). This study focuses on job satisfaction, due to the importance of this attitude as an indicator of quality. An employee with a high degree of job satisfaction has positive feelings regarding his or her work, which reflect the result of various characteristics inherent to the position, while a dissatisfied worker will express negative feelings. Therefore, this attitude can have an impact on the tralow environment, affecting rotation and productivity among other aspects. Various factors such as salary, supervision, consistency, work conditions, opportunities, recognition, evaluation, and social relationships influence job satisfaction (Blum and Naylor, 1990).

Satisfaction can be: a) intrinsic, as it deals with internal aspects of the individuals in relation to the work they perform and b) extrinsic, as it relates to external aspects of the work situation, such as; the salary, benefits and working conditions among others (Abrajan, Contreras, and Montoya, 2009).

Tellez (2011) points out that job satisfaction contains intrinsic variables that create satisfaction with the job, since they influence psychological needs, in such a way that the worker improves his knowledge and develops innovative and creative tasks, achieving his objectives. However, if the worker feels that there are no opportunities for psychological growth, he will perceive a lack of satisfaction.

One way to explain job satisfaction is through the Minnesota Job Adjustment

Theory. This theory points out that each person is different from one another, and that the environment in which they work is also different for each one. Dawis and Lofquist (1992) refer that job satisfaction is "like a pleasant affective condition, the result of its assessment, of the way in which the situation experienced in the workplace resolves its needs, values and expectations" (p. 72). From the Minnesota Tralow Adjustment Theory arises the Minnesota Satisfaction Questionnaire (MSQ), which is a measurement instrument that identifies the degree to which the worker's requirements are satisfied by the tralow environment.

STUDY APPROACH, OBJECTIVES AND JUSTIFICATION

The private security company in this investigation has been established in the southeast of Mexico for just over 13 years. Its main activity is security, surveillance, risk prevention, protection and custody services, among others. It has a staff of 50 workers who operate in both the public and private sectors. In the period from 2010 to 2021, it achieved 136 contracts by direct award, open bidding and by invitation with an amount of approximately 40 million pesos, of which 67% were from the federal government in its state representation; among which the Secretariat of Communications and Transportation (SCT), the National Water Commission (CNA), and the National Polytechnic Institute (IPN), among others, stand out.

Since its inception, the company has established itself as a leader in professional security services, at a time when this type of company had many problems and little or no professionalization. The company indicates that professionalism and excellence have been hallmarks that they have always put at the service of their clients, who with their trust and preference position them as the leading company in their services. Furthermore, in 2009 they became known as the only company to obtain certificates in all their processes, committing to the culture of continuous quality and the constant improvement of their internal and external processes to remain at the forefront in their services.

This company's mission is to offer services to any type of organization in the field of security in an agile and flexible manner, offering personalized solutions for each client that help reduce costs. Likewise, its vision is to be a benchmark in the security sector by being a company close to its clients with the ability to serve them to increase their expectations and contribute to the growth of its workers, through active training, recycling and staff motivation policies, committed to sustainability at economic, social and environmental levels. Its values are exceeding expectations, customer orientation, ethical conduct, sustainability, integrity, people development, solidity, solvency and continuous progress.

In order to fulfill the mission and vision of the company that seeks to offer an agile service and be a company close to its customers, it is necessary to measure the prevailing organizational climate and job satisfaction. Well, an open climate is conducive to positively influencing customers. Likewise, having satisfied staff allows us to offer better quality services. It is important to note that the company has not carried out studies of this type, which is why it was decided to carry out this study, which has the following:

GOALS

a) Determine the degree of openness of the company's organizational climate

b) Determine the degree of job satisfaction of the company

c) Determine if there is a relationship between the degree of openness of the

organizational climate and the degree of job satisfaction of the company.

RESEARCH QUESTIONS

a) What is the degree of openness of the company's organizational climate?

b) What is the company's degree of job satisfaction?

c) Is there a relationship between the degree of openness of the organizational climate and the company's job satisfaction?

HYPOTHESIS

a) Ho.1. There is no significant relationship between the degree of openness of the organizational climate and the degree of job satisfaction of the company's personnel.

b) Hi.1. There is a significant relationship between the degree of openness of the organizational climate and the degree of job satisfaction of the company's personnel.

JUSTIFICATION

The research contributes to the literature on studies of organizational climate and job satisfaction in private security companies, given the limited number of investigations of this type in Latin American companies. Likewise, it allows us to know if there is a relationship between the organizational climate and job satisfaction so that decision makers can strengthen their work plans.

LIMITATIONS

The study was carried out in a private security company located in the city of San Francisco de Campeche, Mexico.

DELIMITATIONS

The study included operational and administrative personnel. Bosses were not included in order not to bias the information.

METHODOLOGY
TYPE, DESIGN AND METHOD OF STUDY

This study is exploratory, descriptive, with a quantitative and correlational approach. The design is non-experimental and transversal, since there is no influence on the results (Hernández-Sampieri and Mendoza, 2018). The method used is the normal probability distribution function (PDF), considered to be the most used in statistics.

PARTICIPANTS

From a total of 50 workers, a sample was calculated with 95% reliability and a maximum allowed error of 5%, with probabilities of p and q of 0.5 respectively. A sample of 44 workers was obtained, of which 15 are security agents, 17 are surveillance officers, and 12 perform administrative activities. It is estimated that this type of personnel is the one who can best perceive the organizational climate of the private security company.

INSTRUMENTS

Two instruments were administered:

a) The Organizational Climate Descriptive Questionnaire (OCDQ-RS), version adapted from Hoy, Tarter and Kottkamp (1991). This questionnaire has 34 items that are classified into five dimensions, of which two describe the behavior of managers and three describe the behavior of staff. The items can be rated on a five-point scale: a) Does not occur, b) Rarely occurs, c) sometimes occurs, d) occurs frequently, and e) occurs very frequently. The reliability of each of the OCDQ-RS dimensions was measured by a subtest. The reliability results were relatively high: support.91, authoritarianism.87, commitment.85, frustration.85 and intimacy.71. A factor analysis of several samples of the instrument also supports the construct validity of the

organizational climate concept. Furthermore, predictive validity has been supported in other studies (Hoy, Tarter & Kottkamp, 1991).

b) the Minnesota Satisfaction Questionnaire (MSQ) by Weiss, Dawis, England, & Lofquist (1967). The MSQ has 20 items, classified into 20 psychological needs, within the work environment: Social service, creativity, moral values, independence, variety, supervision-human relations, use of skills, social status, policies and practices of the institution, authority, security, remuneration, tralow conditions, development, technical supervision, tralow colleagues, responsibility, recognition, achievement and activity. (Weiss, Dawis, England, & Lofquist, 1967). The MSQ items can be answered by selecting one of the five response categories: 1) not satisfied, 2) slightly satisfied, 3) satisfied, 4) very satisfied, and 5) extremely satisfied. The MSQ reported a Cronbach's Alpha reliability coefficient of .80.

PROCEDURE

Data analysis was carried out through the following process:

a) Permission was obtained from the owners of the company to carry out the study. Likewise, there was support from students from a public university.

b) The questionnaires were administered in the company by appointment.

c) The Statistical Package for Social Sciences SPSS (Statistic Package for Social Sciences) version 17.0 for Windows was used.

d) The data obtained were analyzed using descriptive statistics, taking the mean as a measure of central tendency and the standard deviation as a measure of dispersion.

e) Pearson correlation analysis was used.

ANALYSIS OF RESULTS
ORGANIZATIONAL CLIMATE

The Spanish translation of the OCDQ-RS instrument was subjected to Crombach's Alpha test (Aguado, 2003). The reliability coefficients obtained in this test for each of the dimensions are presented in Table 1, along with the perception that employees have of the organizational climate.

To analyze the results obtained, Table 2 is presented where the profiles of the open, medium, closed climate and the openness index are established.

When comparing Table 1 with Table 2, it is observed that the scores given by employees, in relation to the behavior of managers and administrators, showed a tendency towards low support (412.94), and medium authoritarianism (552.20). This means that employees receive little support and are also supervised, although not in a strict and domineering way. Regarding the behavior of workers, they indicate that employees have low commitment (316.25), high frustration (643.29) and a low intimacy relationship (463.17) between them. Based on the above, it can be inferred that they have little pride in the company, they need to support each other and enjoy their work more, in addition to the fact that there are no social relationships between them.

The openness index of the organizational climate was determined = (412.94) + (1000 − 552.20) + (316.25) + (1000 − 643.29) / 4 = 383.42

According to Hoy, Tarter and Kottkamp (1991), this result corresponds to a climate with a closed openness index.

WORK SATISFACTION

Table 3 shows the results of the degree of job satisfaction, based on the administration of the MSQ.

Table 3 shows the psychological needs that turned out to be satisfied to a greater and lesser degree in the private security company. It was found that the staff is very satisfied on the scales: a) achievement (4.03), b) use of

Dimension	Alpha Coefficient	Average	Standard deviation	Standardized Scores
Support	.84	15.03	4.27	412.94
Authoritarianism	.68	21.00	6.19	552.20
Commitment	.76	19.60	5.21	316.25
Frustration	.72	7.54	3.26	643.29
Privacy	.62	7.12	5.22	463.17

Note: Prepared from data collected by researchers

Table 1 - *Dimensions of the organizational climate.*

Dimension	Open climate	Middle point	Closed climate
Support	629 (High)	513	398 (Low)
Authoritarianism	414 (Low)	528	642 (High)
Commitment	627 (High)	505	383 (Low)
Frustration	346 (Low)	493	641 (High)
Privacy	465 (Low)	464	463 (Low)
Organizational openness index climate	599 (High)	487	375 (Low)

Note: De Aguado (2003, p. 55).

Table 2. *OCDQ-RS organizational climate profiles*

Scale	N	Average	Standard deviation
Activity	44	2.10	.21
Independence	44	2.12	.13
Variety	44	2.21	.28
Social status	44	3.30	.11
Supervision - human relations	44	2.54	.17
Technical supervision	44	2.13	.11
Moral values	44	2.43	.33
Safety	44	2.16	.70
Social service	44	3.96	.93
Authority	44	2.14	.19
Skill utilization	44	4.00	.79
Company Policies and Practices	44	2.04	.14
Remuneration	44	2.00	.29
Development	44	2.10	.08
Responsibility	44	2.15	.14
Creativity	44	2.19	.39
Working conditions	44	2.00	.94
Coworkers	44	2.32	.69
Recognition	44	2.15	.93
Achievement	44	4.03	.14
Overall satisfaction	44	2.50	.63

Note. Prepared based on data collected in the research (2023).

Table 3 - *Scales of needs and general satisfaction of staff*

skills (4.00), and c) social service (3.96). On the other hand, employees indicated little satisfaction with the scales: a) remuneration (2.00), b) company policies and practices (2.04), and c) working conditions (2.00). In relation to general satisfaction, the result was that the staff is not very satisfied (2.50).

CORRELATION

The hypothesis of this research was tested, which proposes whether there is a significant relationship between the degree of openness of the organizational climate and the degree of job satisfaction of the staff using the statistical package SPSS version 17.0 for Windows.

Pearson's correlation analysis was used, and a value of r =.118 was obtained, so no significant difference was found at the 0.05 level of significance between organizational climate and job satisfaction, therefore, the hypothesis was accepted. null: Ho.1. There is no significant relationship between the degree of openness of the organizational climate and the degree of job satisfaction of the staff of the private security company.

This result is contrary to most previous studies carried out in North America, since these investigations have found a high correlation between the degree of openness of the climate and the degree of job satisfaction. This is consistent with various studies by Zabalza (1996) and Brunet (1999); who indicate that the organizational climate has direct and significant effects on job satisfaction. However, in this study it cannot be stated categorically that the degree of openness of the organization's climate, in this case identified as closed, has a high relationship with the degree of satisfaction. Likewise, this study is consistent with what Seisdedos (2003) establishes, who points out that in several investigations, although a connection between climate and satisfaction has not been found, it only exists in some aspects of the organization.

CONCLUSIONS AND RECOMMENDATIONS

The organizational climate is closed, due to lack of support, medium authoritarianism, low commitment, high frustration and low intimacy. Likewise, workers have low satisfaction due to low wages, company policies and practices, and inadequate working conditions. Employees feel satisfaction only for their individual achievements, the use of their skills and the service they provide to citizens.

For this reason, it is recommended that managers create an open climate in which they provide greater support, trust and attention to workers. Furthermore, it is proposed that bosses foster a "culture of participation" by granting greater initiative and autonomy to workers by improving interpersonal relationships and granting them more control over their work performance, increasing trust, responsibility and commitment for the benefit of staff and the company. company. This is consistent with Robbins and Judge (2013) who indicate that when workers participate and increase their autonomy and control over their work, employees will be more satisfied and committed, and they will be more productive.

It is suggested to delve deeper into this type of research, focusing on qualitative work that allows us to delve deeper into the results obtained. Likewise, they could relate the organizational climate or job satisfaction with other variables such as teamwork and commitment.

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