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## Characterization and determinants of organizational satisfaction in mexican workers of SMES

Caracterización y determinantes de la satisfacción organizacional  
en trabajadores mexicanos de PyMES

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### Abstract

This study aimed to build a model that allows us to understand organizational satisfaction from variables related to job satisfaction; Likewise, we proceeded to validate and confirm the dimensions of a scale to measure satisfaction with the organization within the work environment based on the proposal by Cayama and Pazmiño (1998), in addition to characterizing organizational satisfaction in a sample of 646 employees, both sexes between 18 and 70 years, workers of small and medium enterprises (SMEs). From the Rasch analysis, relevant psychometric values were observed, identifying seven items as alien to the satisfaction dimension; An explanatory model was obtained that showed relevant adjustment criteria, observing that the main predictors of satisfaction with the organization were satisfaction

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with supervision ( $\beta = .84$ ) and salary satisfaction ( $\beta = .75$ ). Likewise, it was observed that the type of position, the marital status, the type of contract and the number of children had a significant impact on the differences in satisfaction. New studies are suggested that regain satisfaction with the organization as a relevant construct for a specific analysis of labor relations, as well as the extension of the sample to other types of workers and greater age ranges and seniority.

**Keywords:** Job Satisfaction, Organizational Satisfaction, Small and Medium Enterprises, Labor Psychology.

## Resumen

El presente estudio tuvo como objetivo la construcción de un modelo que permita comprender la satisfacción organizacional a partir de variables relacionadas a la satisfacción laboral; así mismo se procedió a validar y corroborar las dimensiones de una escala para medir la satisfacción con la organización dentro del ámbito laboral a partir la propuesta por Cayama and Pazmiño (1998), además de caracterizar la satisfacción organizacional en una muestra de 646 empleados ambos sexos de entre 18 y 70 años, trabajadores de pequeñas y medianas empresas (PyMES). A partir del análisis Rasch se observaron valores psicométricos pertinentes, identificando siete ítems como ajenos a la dimensión de satisfacción; se obtuvo un modelo explicativo que mostró criterios de ajuste pertinentes, observándose que los principales predictores de la satisfacción con la organización fueron la satisfacción con la supervisión ( $\beta = .84$ ) y la satisfacción salarial ( $\beta = .75$ ). Así mismo, se observó que el tipo de puesto, el estado civil, el tipo de contrato y el número de hijos incidieron significativamente en las diferencias de satisfacción. Se sugieren nuevos estudios que retomen la satisfacción con la organización como un constructo pertinente para un análisis específico de las relaciones de trabajo, así como la ampliación de la muestra a otro tipo de trabajadores y mayores rangos de edad y antigüedad laboral.

**Palabras clave:** Satisfacción laboral, Satisfacción organizacional, Pequeñas y medianas empresas, Psicología laboral.

## 1. Introduction

In Mexico, organizations present a diversity in their classification, according to Munch and García (2017), three major groups can be distinguished: a) by their sector (industrial, extractive, manufacturing, commercial, wholesale, retail, commission and service), b) by its origin of capital (public and private) and c) according to the magnitude (large, medium and small); This work concentrates within the third group where Small and Medium Enterprises (SMEs) are located,

which, according to Rebollo (2013), define them as an establishment in which a person or a very small number of individuals produce a good or provide a service.

Organizations face diverse problems in individual and organizational performance, caused in some cases by internal problems of individuals such as job dissatisfaction, which inhibits the development of creative and innovative work. This is why job satisfaction is a concept studied mainly by three scientific disciplines: psychology, human resource management and recently economics. Psychology has tried to explain the different levels of satisfaction among workers who perform the same job based on studies of perception of what employees think of their work. As for the administration of human resources and psychology, they have also studied the possible causes that affect job satisfaction, such as; the physical and / or material conditions, administrative policies, the relationship with the authority, the labor or remunerative benefits, personal development, the performance of tasks and social relations and, from an economic perspective, the study of performance and effectiveness at the personal or organizational level.

According to Cequea and Nuñez (2011), when speaking of productive organizations, it is important to address the issue of human resources, to understand the participation of people within companies and, to recognize that the factors that affect productivity are mainly motivation, work environment and job satisfaction, among others.

Sánchez-Sellero, Sánchez-Sellero, Cruz-González, and Sánchez-Sellero (2018), mention that satisfaction arises from comparing the real work and the expectations that the worker generates in advance, which arouses a state of dissatisfaction for those who believe that he is at a disadvantage with respect to his colleagues, in the same way if he considers that the previous job offered him better conditions. Therefore, it turns out that the greater job satisfaction, the greater the commitment of the worker in the performance of their tasks.

Salessi and Omar (2016) report that conceptually, job satisfaction has fluctuated

between an affective and a cognitive perspective, where in the first job satisfaction is assumed as positive feelings experienced by the worker when performing their tasks and, from the second, as an objective evaluation of their working conditions.

Robbins and Judge (2017) reiterate, from the affective orientation at the individual level towards work roles, that satisfaction is not only the product of an event or the combination of human phenomena but the way in which the human reacts. That is, it is a construct that is made up of several specific factors of work, individual characteristics and group relationships outside of work. Hence, the different definitions indicate that there is no unanimity on their definition or a single explanatory model.

Regarding the influence of the individual characteristics of workers on their levels of job satisfaction, it has been analyzed in the literature, where differential and controversial relationships have been observed regarding gender, marital status, work seniority and age. Regarding age, the findings reported by Ng and Feldman (2010) conclude that there are statistically significant positive relationships between worker's age and attitude. Which has been corroborated by other authors (Hildebrandt and Eom, 2011; Plascencia, Pozos, Preciado, and Vázquez, 2016; Palomino, Matzumura, Gutiérrez, and Zamudio, 2016)

Other authors have highlighted the importance of studying various attributive variables in workers that act as determinants and mediators of job satisfaction; among these they refer the antiquity (Plascencia *et al.*, 2016; López, Chávez, Peña, and Guevara, 2018; Omar, 2011; García-Pozo, Moro-Tejedor, and Medina-Torres, 2010; Chiang and Ojeda, 2013), gender (Krapp, Oliveira, Vaz de Campos, Both, and Folle, 2019; Plascencia *et al.*, 2016), type of contract (Campos, Rodríguez, and Jiménez, 2016), time spent at work (López, Madrigal, and Pagés, 2014), educational level (Sánchez-Sellero *et al.*, 2018), job position (Rojas *et al.*, 2017) and marital status (Calvo-Salguero, Carrasco-González, and Salinas-Martínez, 2010).

On the other hand, the evaluation of job satisfaction according to Carrero (2011),

allows us to identify those factors that have positively or negatively influenced the achievement of job goals and thereby determine the actions that permanently guarantee compliance. In this regard, the literature mentions various related variables such as economic perception (Escobedo, Hernández, and Rico, 2016), employment benefits (Mendoza and Martha, 2019), recognition (Erazo, Álvarez and Serna, 2018), the relationship with colleagues (Linarez, Maldonado, and Gutiérrez, 2018), the supervision of the boss (Benedito, Bonavia, and Llinares, 2008), working conditions (Molina, Avalos, Valderrama, and Uribe, 2009) and freedom of action (Robbins and Judge, 2017), among others.

It should be noted that, for the study of job satisfaction, Herzberg proposed that job satisfaction and job dissatisfaction are two different and separate phenomena, so they should not be measured as a continuous spectrum, but as different constructs. That is why; the possible causes that promote satisfied or dissatisfied employees have not been studied, since Herzberg's classic proposal of more than six decades ago, where he established two explanatory factors of job satisfaction: the hygienic ones, whose nonexistence causes dissatisfaction such as wages, environmental conditions and status, and those of growth, whose existence generates satisfaction and dissatisfaction at levels lower than expected, such as the performance, nature of the task and recognition (Bòria-Revertera, Crespi-Vallbonaa, and Mascarilla-Miró, 2012).

In the case of the relationship of the workers with the organization, the concept of organizational satisfaction is addressed, since the importance of the nature of the work context is usually distinguished. According to Laguard, De Castro, and Portugal (2014), organizational satisfaction describes the performance of any administration in managing its businesses through the observation and perspective of employees about how satisfied they are with the way in which the Management takes care of human resources.

On the other hand, the study of employability in the labor market seems to be a mitigating factor of the effect of the

employment contract on job satisfaction, where; Santos, Guillén, and Montalbán (2012) found that workers who perceive high employability in the labor market have higher job satisfaction. However, even when there is high employability in the labor market, they found differences in the level of satisfaction between the type of hiring and type of organizations; where workers with fixed-term contracts in permanent organizations and with temporary work agencies show a very similar level of satisfaction. But for workers with temporary contracts with temporary agencies, there is no verified increase in their level of job satisfaction.

Ollarves (2006) in a study carried out with university professors who exercise management functions, whose purpose was to establish if there was an association between the cultural typology of the organization according to the theory of Roger Harrison and the motivating properties of the post of Hackman and Oldham. The results obtained demonstrate that teachers have a medium motivation profile, in which the factors of task identity and variety stand out as motivating components for their work performance, which allows them to use their individual talents and obtain visible results. Likewise, in relation to the organizational culture of the institution and the motivating properties of the job, it was found to be significant according to Harrison's typology.

In other words, they are inclined in the first order to a power-oriented ideology and secondly to a person-oriented culture. Based on these findings, the author concludes that the sample studied is likely to have a decisive influence on the decision-making process and to exercise absolute control over subordinate personnel according to the organizational structure, reducing opportunities for the achievement of personal growth of their subordinates and individual development for organizational goals.

Likewise, Karin Andreassi, Lawter, Brockerhoff, and Rutigliano (2014) in their study identified significant differences in the labor and cultural situation between different countries, highlighting the important impact that the particular environment of each society has on the job satisfaction of employees, suggesting the importance

of studies of satisfaction and the factors associated with it in various cultural settings.

Based on the background described, the need for organizations of any sector and size to identify those organizational, personal or contextual aspects that may weaken overall job satisfaction of workers is recognized, since it is in them that this research is carried out. Likewise, the different findings indicate that there is no single explanatory model or unanimity on the definition of job satisfaction and that this is a construct that is made up of several specific factors of work, individual characteristics and group relationships outside of work and that job satisfaction and job dissatisfaction are two distinct and separate phenomena so they should not be measured as a continuous spectrum, but as different constructs according to the Herzberg model. For this reason, it is important to carry out studies related to organizational satisfaction that allow an adequate administration of human resources.

The purpose of this research is to propose an explanatory model of organizational satisfaction, by validating a measuring instrument and characterizing job satisfaction in a sample of SMEs workers.

## 2. Method

The present study is non-experimental in cross-section, with the aim of building an explanatory model of satisfaction with the organization based on the variables of job satisfaction proposed by Cayama and Pazmiño (1998). Likewise, construct validation of the job satisfaction scale is assumed as a specific objective.

### 2.1. Sample

For convenience, a non-probabilistic sample of 646 people (326 men and 282 women) aged 18 to 70 years, residents of Ciudad Obregón, Sonora, was chosen; 31 SMEs workers.

### 2.2. Instrument

The instrument includes a personal data

questionnaire that corresponds to age, sex, type of contract, type of position, hours of work per week, length of service in the company, educational level, marital status, and number of children. Likewise, the scale of job satisfaction proposed by Cayama and Pazmiño (1998) for the Chilean population is taken, which consists of 26 items that aim to measure six dimensions of work satisfaction, the satisfaction with supervision, financial compensation, recognition, job stability, personal development and working conditions. This instrument has shown relevant levels of reliability in the Peruvian population (Herrera, 2017). A five-point Likert scale ranging from “strongly disagree” to “strongly agree” was used.

### 2.3. Process

PyMES organizations in the municipality of Cajeme, Sonora were approached; addressing those who agreed to participate in the study. The instrument was introduced to employees who agreed to participate, previously explaining the voluntary, anonymous and confidential nature of data management. The instrument was applied individually, asking participants to carefully read each sentence and answer within the established range. Once the data was collected, the data was captured digitally.

### 2.4. Analysis Sequence

The sequence of analysis was carried out with the Rasch analysis where the metric capacity of the reagents of the scale was analyzed, identifying the dimensionality of the reagents and their ability to discriminate from the 26 reagents that make up the scale, submitting to graduated response model for polytomous scales (Linacre, 2006), through the winstep software version 3.65.

For this analysis, the measurement statisticians are interpreted in logics that represent the probability that each respondent with the highest latent trait responds with less difficulty to each item (Burga, 2005), the residual root mean square values for the internal and external adjustment, where Wright and Linacre (1994), suggest values between .5 and 1.5;

the biserial point correlation where positive values greater than .20 are expected (Wright and Stone, 1979) and the capacity for discrimination where those values greater than .8 are accepted (Domínguez-Guedea, 2014).

After analyzing the productivity of the items, the dimensionality of the scale and analyzing the content of the items, we proceed to corroborate the structure of each construct identified with the confirmatory factor analysis via structural equations, using the SPSS version 23 and AMOS version software. 23 (Kline, 2011).

Subsequently, an explanatory model of organizational satisfaction is constructed taking into account the adjustment criteria for the model, using as indicators the comparative adjustment index -CFI-, acceptable as it is greater than .90 (Bentler, 1990); the standardized mean squared residual -SRMR-, acceptable in values between .05 to .08 (Kline, 2011); and the acceptable root mean square error -RMSEA- in the range of .05 to .08 (Steiger, 1990).

Finally, descriptive statistics are obtained for each of the variables, as well as the attribute variables addressed, submitting the data to the corresponding hypothesis tests in order to identify the significant differences in the satisfaction variables based on personal attributes analyzed.

## 3. Results

By submitting the data to the Rasch analysis from the graduated response model, the difficulty parameters were obtained for the polytomous reagents that assess the degree of satisfaction in relation to each aspect of the organization.

As general data, the analysis yielded a standard deviation of .34 in the measure of affinity of the reagents and a separation index of 8.22, suggesting a pertinent distribution and quantity of the subjects; as well as an overall reliability of .99 within the analysis.

Table 1 shows the measurement statistics, model fit, biserial point correlation and the discrimination index for each item; highlighting that the reagents P4SLDPR,

**Table 1. Distribution of Rasch analysis statistics for the 26 items on the organizational satisfaction scale**

Items	Label	Affinity measurement	INFIT	OUTFIT	Biserial point correlation	Discrimination
04 P4SLDPR	I don't feel important in this organization	0.66	1.42	1.56	-0.01	0.08
03 P3SLSg	I often consider the opportunity to change organization	0.6	1.53	1.68	-0.12	-0.27
19 P19SLSp	My supervisor limits the promotion possibilities of his employees	0.52	1.27	1.29	0.1	0.41
22 P22SLRPM	In the organization the promotion policies do not apply	0.49	1.34	1.4	0.05	0.2
02 P2SLRPM	The promotion and promotion policies of personnel within the Company do not apply	0.41	1.34	1.37	0.05	0.3
17 P17SLCTAL	The physical conditions in which I carry out my work are not the most appropriate	0.38	1.19	1.26	0.21	0.5
08 P8SLDPR	My work is monotonous and repetitive	0.25	1.25	1.28	0.12	0.5
16 P16SLCTAL	I have enough information about the organization's social plans	0.13	0.88	0.9	0.48	1.21
06 P6SLCF	I am satisfied with the salary I earn	0.06	0.83	0.84	0.53	1.28
15 P15SLDPR	The organization gives me the opportunity to participate in training programs	0.06	0.99	1.01	0.37	1.03
13 P13SLRPM	I get recognition in the organization for the work I do	0.04	0.82	0.84	0.53	1.37
20 P20SLCF	The main reason I work in this organization is because of the economic benefits I get	0.01	0.98	0.98	0.37	1.06
24 P24SLDPR	I like this organization because it allows the rapid rise of those who work in it	-0.01	0.82	0.84	0.54	1.34
21 P21SLRPM	When I successfully perform a procedure, my supervisor recognizes it.	-0.06	0.88	0.92	0.47	1.19
12 P12SLCF	The salary I receive is in accordance with the functions I perform	-0.1	0.81	0.81	0.55	1.29
25 P25SLDPR	My functions are in accordance with the hierarchy	-0.13	0.88	0.92	0.47	1.15
07 P7SLSg	My job offers me economic stability	-0.17	0.84	0.85	0.51	1.21
01 P1SLCF	The work I do is well paid	-0.2	0.84	0.87	0.51	1.18
26 P26SLDPR	My responsibilities are in accordance with the hierarchy	-0.24	0.85	0.84	0.49	1.18
18 P18SLCATL	I have been informed about the organization's policies, rules and objectives	-0.25	0.92	0.96	0.41	1.08

05 P5SLSp	When I have any doubts about how to carry out my work, my superior is the most qualified person to guide me.	-0.33	0.88	0.95	0.46	1.12
11 P11SLSp	My supervisor tells me how to correct my failures	-0.37	0.83	0.85	0.5	1.16
23 P23SLSp	My supervisor is qualified for the position	-0.41	0.9	0.91	0.44	1.13
14 P14SLSp	I consider that I work in an organization that gives me the opportunity to keep the job	-0.42	0.89	0.89	0.45	1.14
10 P10SLSp	My supervisor indicates my failures	-0.44	0.82	0.79	0.52	1.18
09 P9SLCTAL	My work environment is pleasant	-0.5	0.89	0.89	0.44	1.11

Source: Authors' own elaboration.

P3SLSp, P19SLSp, P22SLRPM, P2SLRPM, P17SLCTAL and P8SLDPR did not have an adequate discrimination index. Likewise, it is highlighted that said items had considerably low biserial point correlations and in some cases negative, suggesting that the items do not obey the scale dimension; finally, the P4SLDPR and P3SLSp reagents also did not have relevant statistics in the internal and external adjustment to the model.

By carrying out an analysis of the content of the indicated items, it was possible to see that the nature of the items was due to negative characteristics of the work, considering items that seek to measure dissatisfaction and not job satisfaction.

Due to the aforementioned, these items were separated to resume the analysis with the items corresponding to the satisfaction dimension. Table 2 shows the statistics of the scale with only the items of satisfaction, observing pertinent values in the adjustment of items, as well as adequate values in the biserial point correlation of all the reagents; however, it is possible to notice that the reagents P15SLDPR and P20SLCF did not show ideal levels of discrimination capacity, so they are discarded from the scale.

From the content analysis, it was possible to corroborate that seven items were due to statements associated with dissatisfaction with the job, seven items were associated with characteristics of satisfaction with the organization in which they work, four items reported satisfaction with salary compensation and six items were associated

with satisfaction with immediate job supervision. To confirm this categorization, the aforementioned groupings were submitted to confirmatory factor analysis via structural equations, in order to generate measurement models that confirm the indicated variables.

Figure 1 shows the measurement models for the variables of job dissatisfaction and organizational satisfaction. In both models, pertinent adjustment criteria were observed with a CFI greater than .9, an RMSEA less than .1, and an SRMR less than .05; likewise each construct included seven reagents.

For the variables of salary satisfaction and satisfaction with supervision, it was observed that both models also met the adjustment criteria of CFI, RMSEA and SRMR; where the structure of salary satisfaction is confirmed from four items and satisfaction by supervision with six items (Figure 2).

Once the structure of the constructs of job dissatisfaction, organizational satisfaction, salary satisfaction and satisfaction with supervision was corroborated; an explanatory model of satisfaction with the organization was built. For this model, the variables of job dissatisfaction, salary satisfaction and satisfaction with supervision were used as predictors of organizational satisfaction (Figure 3).

For the model, suitable adjustment criteria were observed for the CFI and the RMSEA, and the SRMR had a value close to .05. It was also observed that the variable that explained organizational satisfaction the most was satisfaction with supervision ( $\beta = .84$ ), as

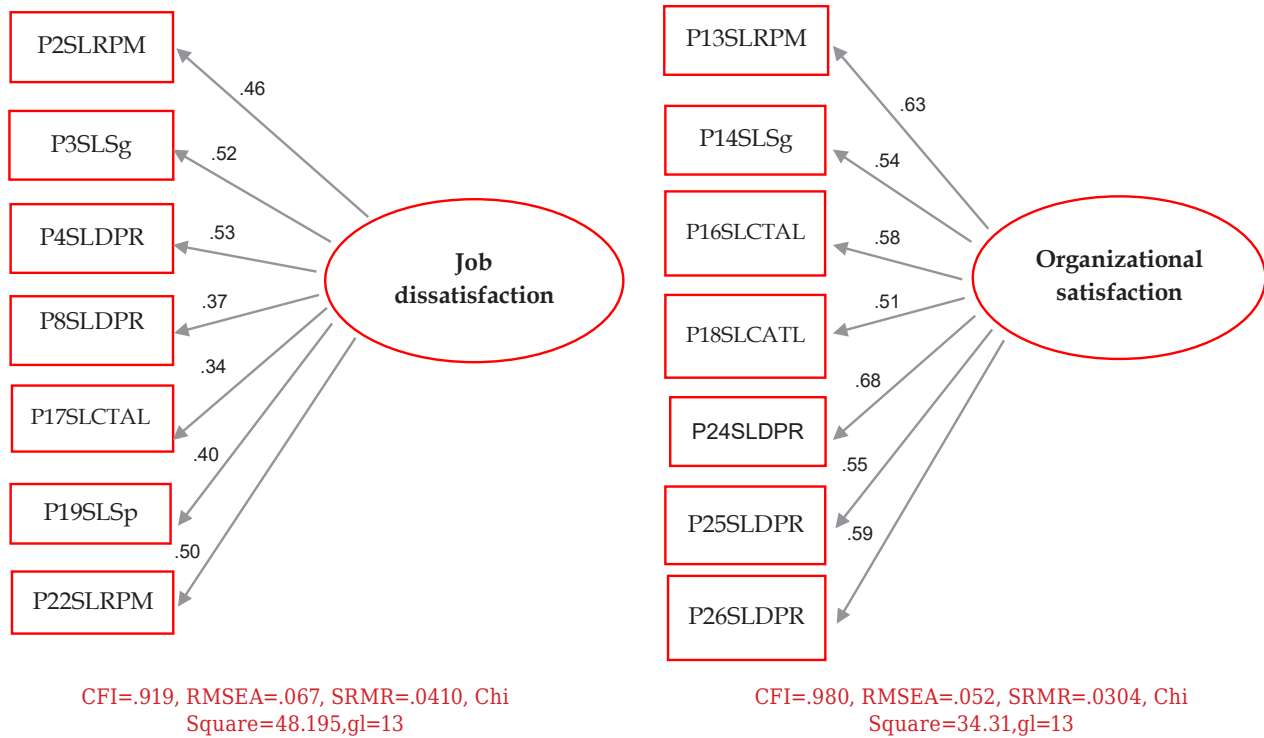
**Table 2. Distribution of Rasch analysis statistics for 19 items on the job satisfaction scale**

Items	Label	Affinity measurement	INFIT	OUTFIT	Biserial point correlation	Discrimination
16 P16SLCTAL	I have enough information about the organization's social plans	0.39	1.05	1.16	0.52	0.88
15 P15SLDPR	The organization gives me the opportunity to participate in training programs	0.31	1.24	1.34	0.41	0.67
06 P6SLCF	I am satisfied with the salary I earn	0.3	0.98	1.02	0.56	1.03
13 P13SLRPM	I get recognition in the organization for the work I do	0.3	0.95	0.97	0.58	1.07
20 P20SLCF	The main reason I work in this organization is because of the economic benefits I get	0.25	1.35	1.54	0.34	0.46
24 P24SLDPR	I like this organization because it allows the rapid rise of those who work in it	0.23	0.9	0.93	0.6	1.12
21 P21SLRPM	When I successfully perform a procedure, my supervisor recognizes it.	0.14	1	1.05	0.54	1
12 P12SLCF	The salary I receive is in accordance with the functions I perform	0.11	0.93	0.97	0.57	1.09
25 P25SLDPR	My functions are in accordance with the hierarchy	0.05	0.98	1.03	0.53	1.03
07 P7SLSg	My job offers me economic stability	0.02	0.95	0.97	0.55	1.06
01 P1SLCF	The work I do is well paid	-0.04	0.98	1	0.54	1.02
18 P18SLCATL	I have been informed about the organization's policies, rules and objectives	-0.1	1.09	1.25	0.47	0.86
26 P26SLDPR	My responsibilities are in accordance with the hierarchy	-0.1	0.93	0.89	0.56	1.11
05 P5SLSp	When I have any doubts about how to carry out my work, my superior is the most qualified person to guide me.	-0.23	0.99	1.26	0.53	1.01
11 P11SLSp	My supervisor tells me how to correct my failures	-0.27	0.91	1.01	0.56	1.08
14 P14SLSg	I consider that I work in an organization that gives me the opportunity to keep the job	-0.3	0.97	0.95	0.52	1.08
23 P23SLSp	My supervisor is qualified for the position	-0.3	1.03	1.05	0.5	1.02
10 P10SLSp	My supervisor indicates my failures	-0.34	0.89	0.87	0.57	1.13
09 P9SLCTAL	My work environment is pleasant	-0.42	0.97	1.03	0.51	1.04

Source: Authors' own elaboration.

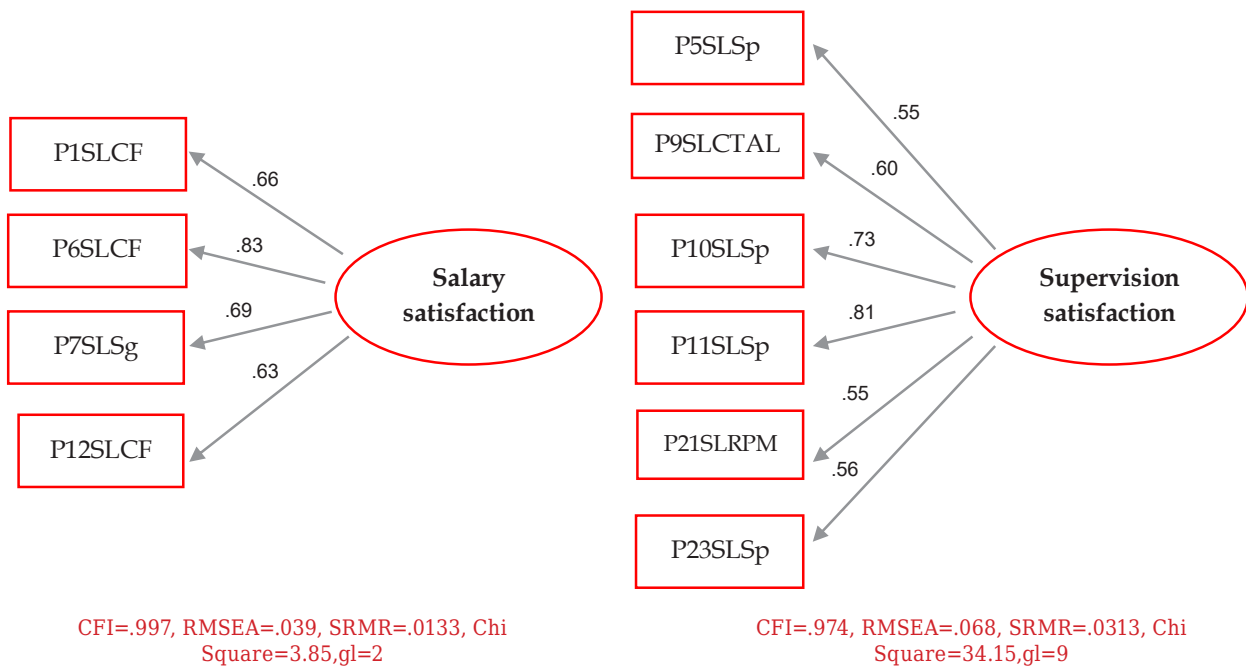


**Figure 1. Models for measuring the variables of job dissatisfaction and organizational satisfaction**



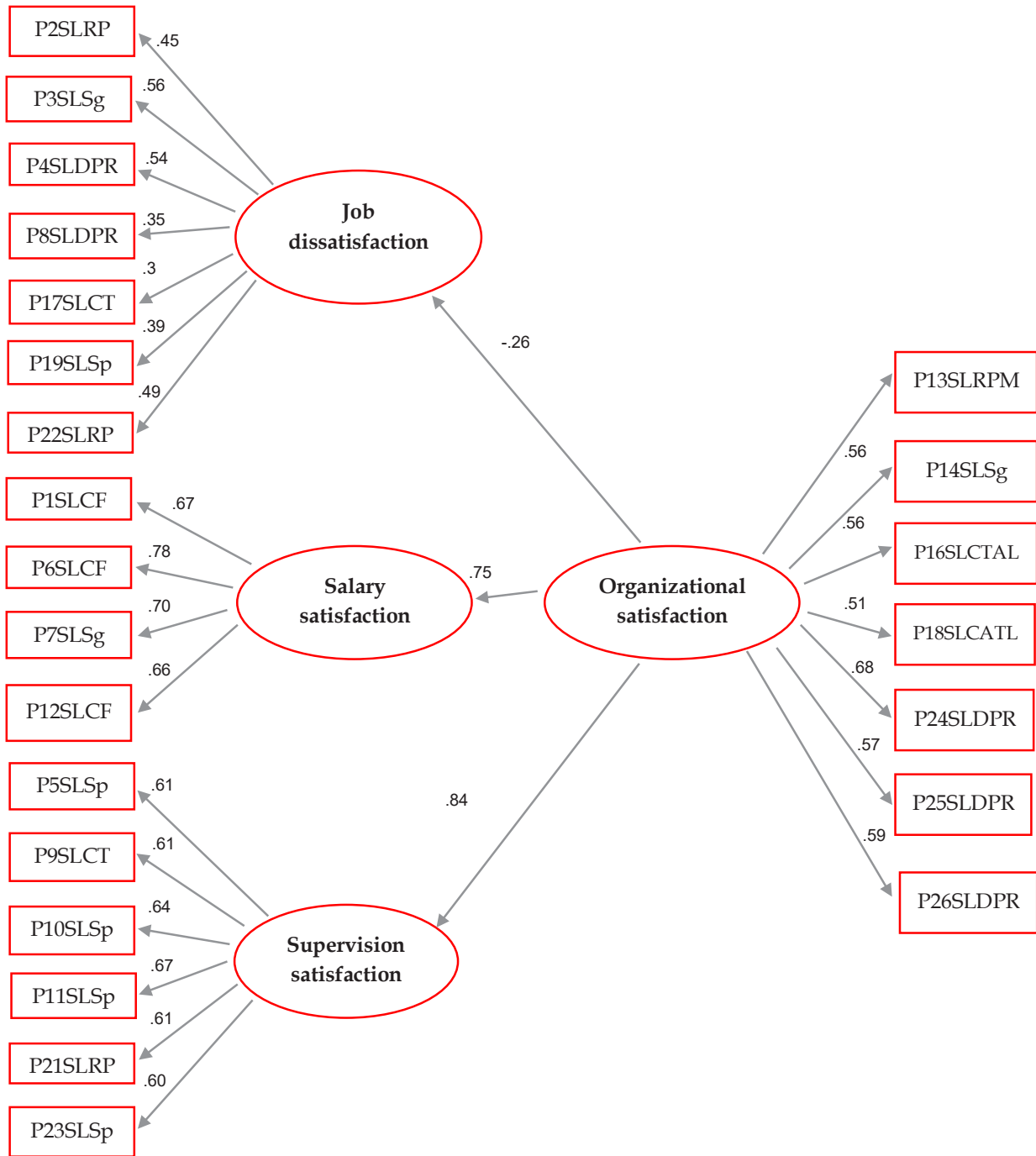
Source: Authors' own elaboration.

**Figure 2. Models of measurement of the variables of Salary Satisfaction and Satisfaction by Supervision**



Source: Authors' own elaboration.

**Figure 3. Integral model of satisfaction with the organization**



CFI=.905, RMSEA=.051, SRMR=.056, Chi Square=641.348, gl=246

Source: Authors' own elaboration.

well as considerable predictive capacity on the part of salary satisfaction ( $\beta = .75$ ) and a

lower coefficient for job dissatisfaction with negative polarity ( $\beta = -.26$ ).

Identified the variables and in order to know the type of distribution of the same, they were subjected to the Kolmogorov-Smirnov test in which dissatisfaction obtained a significance of .002, for salary satisfaction .000, satisfaction for supervision. 000 and .000 in satisfaction with the organization; Due to the above, it is assumed that none of the variables has a normal distribution in the analyzed sample.

Subsequently, descriptive statistics of mean and standard deviation were obtained for the attributes of sex, type of contract, type of position, working hours, length of service in the company, educational level, marital status, number of children and age group; in relation to the variables of dissatisfaction and salary satisfaction (Table 3) and satisfaction with supervision and satisfaction with the organization (Table 4).

**Table 3. Distribution of variables and hypothesis tests for dissatisfaction and salary satisfaction by attributes**

Attributive variables	Categories	Dissatisfaction			Salary satisfaction		
		M	S.D.	U de Mann Whitney	M	S.D.	U de Mann Whitney
Sex	Man	11.24	1.15	.889	20.38	13.26	.904
	Woman	9.72	8.44		17.63	13.09	
Contract	Temporary	5.17	4.67	.126	9.38	6.08	.382
	Base	15.69	13.67		28.44	19.87	
		M	S.D.	Kruskal-Wallis	M	S.D.	Kruskal-Wallis
Position	Operative	16.59	14.89	.007	30.06	21.52	.662
	Administrative	3.86	3.47		7.00	4.91	
	Executive	0.38	0.56		0.69	0.79	
Hours per week	from 0 to 20 hours	1.24	1.57	.318	2.25	1.69	.183
	from 21 to 40 hours	3.48	3.55		6.31	3.94	
	from 41 to 60 hours	14.93	12.97		27.06	19.07	
	from 61 to 80 hours	0.38	0.62		0.69	1.14	
Antiquity	0 to 1 year	8.66	7.38	.070	15.69	10.87	.835
	1 to 2 years	4.76	4.83		8.63	6.35	
	2 to 3 years	2.62	2.68		4.75	4.30	
	3 years and up	4.86	5.22		8.81	6.26	
Education level	Basic	4.34	3.82	.207	7.88	5.69	.674
	Half	10.79	10.10		19.56	15.05	
	Average Superior	5.59	4.44		10.13	6.42	
	Higher	0.17	0.38		0.31	0.48	
Civil status	Single	10.72	8.99	.022	19.44	14.02	.451
	Married	7.03	7.21		12.75	8.90	
	Divorced	0.76	1.06		1.38	1.45	
	Free Union	2.41	1.97		4.38	3.48	
Number of children	None	9.69	7.87	.357	17.56	12.21	.165
	1 kids	4.59	4.26		8.31	6.59	
	2 kids	3.86	4.30		7.00	4.91	
	More than 3	2.41	2.28		4.38	2.75	

Age Group	from 18 to 30	13.21	10.57	.587	23.13	16.15	.799
	from 31 to 40	4.71	4.40		8.25	6.47	
	from 41 to 50	1.93	2.09		3.38	3.12	
	from 51 to 70	1.11	1.23		1.94	1.34	

Source: Authors' own elaboration.

**Table 4. Distribution of variables and hypothesis tests for Satisfaction with supervision and Satisfaction with organization by attributes**

Attributive variables	Categories	Supervision satisfaction			Organizational satisfaction		
		M	S.D.	U de Mann Whitney	M	S.D.	U de Mann Whitney
Sex	Man	14.17	11.40	.375	12.07	9.52	.647
	Woman	12.26	10.48		10.44	8.24	
Contract	Temporary	6.52	5.88	.547	5.56	4.45	<b>.001</b>
	Base	19.78	15.99		16.85	13.43	
		M	S.D.	Kruskal-Wallis	M	S.D.	Kruskal-Wallis
Position	Operative	20.91	16.76	.301	17.81	14.29	<b>.012</b>
	Administrative	4.87	4.56		4.15	3.37	
	Executive	0.48	0.67		0.41	0.64	
Hours per week	from 0 to 20 hours	1.57	1.85	.689	1.33	1.62	.493
	from 21 to 40 hours	4.39	3.30		3.74	2.80	
	from 41 to 60 hours	18.83	15.25		16.04	12.51	
	from 61 to 80 hours	0.48	0.67		0.41	0.80	
Antiquity	0 to 1 year	10.91	9.99	.205	9.30	7.74	.760
	1 to 2 years	6.00	6.08		5.11	4.40	
	2 to 3 years	3.30	2.74		2.81	2.48	
	3 years and up	6.13	4.63		5.22	3.88	
Education level	Basic	5.48	4.65	<b>.039</b>	4.67	4.53	.152
	Half	13.61	10.87		11.59	9.39	
	Average Superior	7.04	6.62		6.00	4.52	
	Higher	0.22	0.52		0.19	0.40	
Civil status	Single	13.52	11.46	.275	11.52	9.01	.292
	Married	8.87	7.21		7.56	6.22	
	Divorced	0.96	0.98		0.81	1.14	
	Free Union	3.04	3.32		2.59	2.93	
Number of children	None	12.22	9.91	<b>.027</b>	10.41	7.76	.268
	1 kids	5.78	5.62		4.93	4.20	
	2 kids	4.87	4.26		4.15	3.94	
	More than 3	3.04	2.58		2.59	2.45	
Age Group	from 18 to 30	16.09	13.50	.853	13.70	10.17	.748
	from 31 to 40	5.74	4.53		4.89	4.52	
	from 41 to 50	2.35	2.12		2.00	1.94	
	from 51 to 70	1.35	1.58		1.15	1.46	

Source: Authors' own elaboration.

In the same way, the differences between each category were compared with the corresponding hypothesis tests. Regarding dissatisfaction, it was identified that only the type of position showed significant differences, with the operative ones reporting the highest dissatisfaction. Likewise, marital status showed significant differences, with singles reporting being more dissatisfied with their working conditions (Table 3).

Regarding satisfaction with supervision, there are significant differences by educational level, where workers with a medium level showed to be more satisfied; This satisfaction was significantly different among the workers by the number of children, being those workers without children who showed feeling more satisfied with their supervisors (Table 4).

For satisfaction with the organization, significant differences were found by the type of contract, where workers with permanent contracts reported greater satisfaction with the organization, and it was also observed that the type of position also influenced the level of satisfaction with the organization, being the operative the one that reports greater satisfaction (Table 4).

#### 4. Conclusions

Based on the findings, it was possible to check the validity and reliability of the scale proposed by Cayama and Pazmiño (1998) under a new structural approach to organizational satisfaction. This is due to the limitations of the type of sample used, as well as the difference cultural of the same in relation to the Peruvian and Chilean population where it has been used previously.

With the Rasch analysis, it was possible to observe that the reagents belonging to dissatisfaction showed extremely low biserial point correlation values and unsuitable productivity criteria for each item; for the analysis, this suggests that these items do not belong to the satisfaction dimension, the aforementioned coincides with the proposal of Herzberg (Herzberg, Mausner, and Snyderman, 1967), who proposes that dissatisfaction obeys psychological processes other than satisfaction, for what should be worked independently.

Likewise, it was possible to interpret and corroborate four constructs, which showed to have internal consistency and pertinent adjustments in the measurement models; likewise, the proposal of an explanatory model of organizational satisfaction allows us to suggest the importance of satisfaction with the supervision or immediate boss as a predictor of the satisfaction that workers have on the organization in which they work.

The predictive role of salary satisfaction with organizational satisfaction was also observed, suggesting that the remuneration that workers receive from the company has an important influence on satisfaction with the organization.

On the other hand, job dissatisfaction as an indicator of nonconformity with working conditions had a less significant role as a predictor of organizational satisfaction, suggesting that the satisfaction that workers present with their organization is less affected by the dissatisfaction they present with their work. This finding allows us to infer that job dissatisfaction may be mostly associated with other types of factors besides those related to the organization and that the same workers do not associate these conditions as the responsibility of the company.

Regarding the attributive variables of the workers, it is highlighted that, contrary to what was reviewed in the literature, no significant differences were observed in the types of satisfaction and dissatisfaction in the workers based on age, gender and seniority. Regarding age and seniority, it is taken into account that, due to the nature of the companies, no significantly long periods were recorded, and what is mentioned in the literature cannot be recognized (Hildebrandt and Eom, 2011; Plascencia *et al.*, 2016; Palomino, *et al.*, 2016; López *et al.*, 2018; Omar, 2011; García-Pozo *et al.*, 2010; Chiang and Ojeda, 2013), due to the aforementioned, the possible limitations to identify the influence of age and seniority with organizational satisfaction are highlighted. On the other hand, the absence of significant differences by gender may be due to the type of work performed, likewise, it is recognized that more specific analyzes may be necessary to characterize the type of employee and their conditions based on gender, since as

mentioned in the literature, sex is expected to be an important determinant of such satisfaction (Krapp *et al.*, 2019; Plascencia *et al.*, 2016).

On the other hand, it was observed that the type of position significantly determined job dissatisfaction, with the operative being the most dissatisfied. Likewise, satisfaction with the organization showed significant differences, with the operative workers also being the most satisfied with the organization; this suggests the existence of a complex phenomenon between the properties that a job has and the way in which workers value their working conditions under that job. This complexity is pointed out by Ollarves (2006), who identifies that there are particular motivating properties in the workplace and that these influence the way in which workers perceive their role within an organization, in addition to identifying the significant influence of culture organizational; It is then possible to assume that the dissatisfaction presented by the operators is related to factors external or not closely associated with the organization, and that within this group of workers there is a clear distinction between the labor elements and those related to the company.

It was also found that job dissatisfaction had significant differences by marital status, with married people being the most dissatisfied, and the number of children significantly influenced the distribution of satisfaction with the supervisor, with childless workers being the most satisfied. The above coincides with Calvo-Salguero *et al.* (2010), who identify that the family-work conflict has a significant impact on job satisfaction, mainly in women, which is mainly related to the fact that it is women who generally have greater family responsibilities; It is possible to affirm, then, that workers who are married and have children have conditions that can interfere with the labor dynamics, particularly with the immediate boss, and likewise, decrease in the satisfaction of the workers.

In the case of the educational level, it was identified that there are significant differences in the satisfaction with the supervisor, being the workers with a medium level the most satisfied and those with a higher

level the least satisfied; Taking up again what was mentioned by Sánchez-Sellero *et al.*, (2018), the importance of the educational level and its equivalence with the jobs, as the authors mention, this relationship, being equivalent, can lead to greater satisfaction when understanding the worker as a well-exploited workforce, while a mismatch would have the opposite consequence.

For the job, it was observed that satisfaction with the organization varied significantly, with base workers with permanent contracts showing the greatest satisfaction; the foregoing is in line with the statements made by Santos, Guillén, and Montalbán (2012), who demonstrate that the conditions of instability and insecurity in labor contracts have an important influence on the satisfaction that workers have, due to the uncertainty and fear that may be generated.

Finally, it is suggested to corroborate the findings presented through studies with samples of greater amplitude and better methodological rigor, since the limitation of a non-probabilistic sample is recognized for convenience, and therefore the difficulties of generalizing the results are noted. The inclusion of other factors associated with job satisfaction that allow integrating organizational satisfaction as an independent construct is also suggested. Likewise, it is urged to carry out studies that allow analyzing the differences in organizational satisfaction depending on the type of organization, characterize possible attributive profiles of the workers, as well as consider the influence of contexts parallel to the workplace in the lives of the workers.

## 5. Conflict of Interest

The authors declare no conflict of interest.

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