


RELATIONSHIP OF ORGANIZATIONAL COMMITMENT TO TEAMWORK IN A MUNICIPALITY FROM PERU

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 21 November 2022</p> <p>Accepted 31 January 2023</p>	<p>Purpose: The general objective was to determine the relationship between organizational commitment and teamwork in a municipality from Peru.</p> <p>Theoretical framework: The current literature has reported good findings on both organizational commitment and teamwork. However, there is still much to research and understand about OC and TE because it is an ever-evolving development.</p>
<p>Keywords:</p> <p>Organizational commitment; Teamwork; Strategic Objectives; Efficiency; Effectiveness.</p>	<p>Design/methodology/approach: A quantitative, applied, non-experimental, descriptive and correlational study was used, applying the questionnaires to 94 workers of the municipality.</p> <p>Findings: The results revealed that organizational commitment is deficient 73% and teamwork is deficient 78%, also, the $p=0.000<0.05$, indicating that the variables retain a highly significant correlation, also, it is evident that they reached a $Rho=82.9\%$.</p> <p>Research, Practical & Social implications: We suggest a future research agenda and highlight the contributions made to organizational commitment and teamwork.</p>
	<p>Originality/value: the organizational commitment maintains a very strong positive correlation with teamwork, evidencing that by generating in the workers a sense of belonging with the institution, as long as the best collaborators are offered job growth options and very strong affective bonds are created, then an assertive communication is achieved through permanent dialogue, the communication flow is improved and with it the needs of the employees are recognized, impacting positively in the decision making process, since the planned goals have been realistic to the resources and abilities of the employees.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i1.693</p>

RELAÇÃO DE COMPROMISSO ORGANIZACIONAL COM O TRABALHO EM EQUIPA NUM MUNICÍPIO, PERU

RESUMO

Finalidade: O objectivo geral era determinar a relação entre o compromisso organizacional e o trabalho de equipa num município, Peru.

Quadro teórico: A literatura actual tem relatado boas conclusões tanto sobre empenho organizacional como sobre trabalho de equipa. Contudo, ainda há muito a investigar e compreender sobre OC e TE porque se trata de um desenvolvimento em constante evolução.

Concepção/método/abordagem: Foi utilizado um estudo quantitativo, aplicado, não experimental, descritivo e correlacional, aplicando os questionários a 94 trabalhadores do município.

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Resultados: Os resultados revelaram que o compromisso organizacional é deficiente em 73% e o trabalho de equipa é deficiente em 78%, também, os $p=0,000<0,05$, indicando que as variáveis mantêm uma correlação altamente significativa, também, é evidente que atingiram um $Rho=82,9\%$.

Investigação, implicações práticas e sociais: Sugerimos uma agenda de investigação futura e destacamos as contribuições feitas para o compromisso organizacional e o trabalho de equipa.

Originalidade/valor: O compromisso organizacional mantém uma correlação positiva muito forte com o trabalho em equipa, demonstrando que ao gerar nos funcionários um sentimento de pertença à instituição, desde que sejam dadas aos melhores colaboradores opções de trabalho para o crescimento e criados laços emocionais muito fortes, a comunicação assertiva é conseguida através do diálogo permanente, o fluxo de comunicação é melhorado e assim as necessidades dos funcionários são reconhecidas, tendo um impacto positivo na tomada de decisões, uma vez que os objetivos planeados têm sido realistas em relação aos recursos e capacidades dos funcionários.

Palavras-chave: Compromisso Organizacional, Trabalho em Equipe, Objetivos Estratégicos, Eficiência, Eficácia.

RELACIÓN DEL COMPROMISO ORGANIZACIONAL CON EL TRABAJO EN EQUIPO EN UNA MUNICIPALIDAD, PERÚ

RESUMEN

Propósito: Se consideró como objetivo general determinar la relación del compromiso organizacional con el trabajo en equipo en una municipalidad, Perú.

Marco teórico: La literatura actual ha reportado Buenos hallazgos tanto en el compromiso organizacional como en el trabajo en equipo. Sin embargo, aún hay mucho que investigar y aprender sobre el CO y el TE porque es un Desarrollo en evolución permanente.

Diseño/metodología/enfoque: Se utilizó un estudio cuantitativo, aplicado, no experimental, descriptivo y correlacional, aplicando los cuestionarios a 94 trabajadores del municipio.

Resultados: Los resultados revelaron que el compromiso organizacional es deficiente un 73% y que el trabajo en equipo es deficiente un 78%, asimismo, el $p=0.000<0.05$, señalando que las variables conservan una correlación altamente significativa, también, se evidencia que alcanzaron un $Rho=82.9\%$.

Investigación, implicaciones prácticas y sociales: Sugerimos una agenda de investigación futura y destacamos las contribuciones realizadas al compromiso organizacional y al trabajo en equipo.

Originalidad/valor: el compromiso organizacional mantiene una correlación positiva muy fuerte con el trabajo en equipo poniendo en evidencia que al generar en los trabajadores pertenencia con la institución, mientras se brinde opciones laborales de crecimiento a los mejores colaboradores y se creen lazos afectivos muy fuertes, entonces se logra una comunicación asertiva a través del diálogo permanente, se mejora el flujo comunicacional y con ello se logra reconocer las necesidades que mantienen los empleados impactando positivamente en la toma de decisiones trayendo ya que las metas planificadas han sido realistas a los recursos y habilidades de los empleados.

Palabras clave: Compromiso Organizativo, Trabajo en Equipo, Objetivos Estratégicos, Eficiencia, Eficacia.

INTRODUCTION

According to the International Labour Organization (ILO, 2021), there are many uncertainties in the region's workplaces due to the ongoing health emergency, the expected slowdown in economic growth this year, and the structural problems that have compounded the impact of the crisis, such as income inequality, informality and low productivity throughout the system. This has resulted in teamwork being directly affected as employees' organizational commitment has declined because they live in uncertainty (Institute for Occupational Safety and Welfare Institute, 2020). In the international environment it is observed that the feeling of professional stagnation of public sector employees has caused them not to maintain an

organizational commitment according to the demands and needs of the institution directly affecting the work teams (Charman & Bennett, 2022). In the same line Bjardiano and Pardomuan (2021) reveal that the feeling of each collaborator is that the work they carry out is undervalued, since they receive work overload and the distribution of activities, the bosses and officials execute it in an unequal way, benefiting their close ones.

In the national environment according to Rocha et al. (2022) mention that employees consider that they are not heard by their superiors when they transmit an idea or opinion in work meetings generating that among work teams there is not a total integration of its members since cooperation decreases and thus the satisfaction of workers. Likewise, Vergara et al. (2022) indicate that the bosses and officials of local governments do not clearly transmit the goals to the work teams causing that almost all employees cannot integrate in a timely manner thus affecting the emotional ties between co-workers.

In the local environment, specifically in the municipality of Peru, it is observed that those in charge of the areas do not fully comply with the hiring rules since they assign functions to workers who do not comply with the profile of the assigned position, causing that the affective commitment is affected, damaging the organization, because the best workers decide not to participate in the activities framed in the operational plans, since they are not taken into account and therefore do not have options in professional growth since the opportunities for promotion are only for those who are of the political party of the government in office. Likewise, it can be seen that the deficiencies in the continuous commitment has produced that workers do not participate voluntarily in overtime when the institution has organized social and labor events for the benefit of citizens, being generated because there is no effective communication, because the bosses and officials do not recognize the contributions of employees, because they fail to direct workers to a common goal leaving aside the shared responsibilities, all this has undermined the specific performance goals.

The study makes a social justification, as it will allow to analyze how the conditions of organizational commitment are developed, with reference to the resource that is available and how it relates to teamwork owned by workers, and thus what it presents. In addition, within the field of practice, conducting the research will allow statistical analysis, which will allow indicators of strengths and weaknesses for corrective action by municipal administrations. On the other hand, in the area of methodology, it proposes research tools that can be used in future research to analyze other realities, becoming a main source for other entities. Finally, within the theoretical area, the research will allow to extract conclusions that can serve as context and to continue deepening in this topic of great importance at world-wide level at the present time.

LITERATURE REVIEW

De Prada et al. (2022) designed a descriptive observational and cross-sectional study with a purposive sample of Spanish university students. The sample consisted of 615 undergraduate social science students. They concluded that there were significant differences between genders, highlighting that female students outperformed their male counterparts in most teamwork skills, except for leadership. Similarly, Harris et al. (2022) used a multi-component search process to identify teamwork interventions, they concluded that evidence-based team improvement interventions that address these deficiencies are needed. Such interventions support team ownership of quality improvement, which would result in improved outcomes for service users, staff and organisations. In addition, Amiruddin et al. (2021) used a library research method based on theoretical studies and references to reputable scientific journal articles. They concluded that efforts to create OCB of employees should start with presenting a good POST first, then a good POST will encourage an increase in OC, thus having a positive impact on OCB.

In the same vein is the work of Rangus et al. (2020) combined a qualitative and quantitative approach, two new instruments were developed for this study. The first instrument was created on the basis of short, structured interviews with employees. They concluded that there is a small proportion of career-oriented employees in the tourism sector, and the difference between employees is evident in the ranking of work values. In addition, Rovayo (2020) used a descriptive, descriptive, correlational and cross-sectional literature review methodology, surveying 190 public servants. He concluded that through consultation of secondary sources, it was possible to examine the link between organizational commitment and the evaluation of one's own commitments, leading to public management and public commitment. Development influences a person's current circumstances and feelings, which affect how that person accepts a commitment. In contrast, Narváez (2019) through a quantitative, descriptive, and applied methodology, surveying 114 people. He concluded that it is essential to foster the development of soft leadership skills, provide employees with learning opportunities, and establish policies and procedures that maintain and reinforce a culture of belonging, vigor, dedication, and rewards.

Likewise, the work of López et al. (2022) determined to study the association that exists in these variables. It was quantitative, descriptive and associative, they surveyed 20 workers. They concluded that these variables maintain a very strong and positive association since both obtained a Pearson $r = 0.878$. In contrast, Suquillo (2021) considered using a positivist and associative methodology, surveying 20 teachers. He concluded that there is a very strong

positive association between these variables because they reached a $Rho=0.897$. In addition, Leiva (2020) employed a quantitative, descriptive and correlational methodology, applying the survey to 91 teachers. He concluded that these variables maintain a highly significant association as both reached an $Rho=0.986$. Likewise, Oseda et al. (2020) considered a bivariate, non-experimental, relational level methodology, applying the questionnaire to 75 workers. They concluded that there is a medium direct association between these variables since they reached a $Rho=0.698$. On the other hand, Coronado et al. (2020) under a qualitative study with a literature review of 50 articles indexed in SCOPUS. They concluded that there are antecedent and outcome cycles of organizational commitment, and that promoting one can help the other. However, not all variables can be controlled by the organization, and not all organizational commitment outcomes are always positive. Affective commitment, on the other hand, has the greatest impact on the company. Likewise, there is the contribution of Gutiérrez and Clemente (2020) under an applied, non-experimental and correlational methodology, 43 workers were surveyed. They concluded that these variables maintain an average positive association since they reached a $Rho=0.529$.

Organizational commitment took into consideration the contribution of Alamirew (2020) where he mentions that people who are committed to the long-term socialization process of the organization demonstrate their normative, emotional and continued commitment to the work assigned by their superiors. There is also the contribution of Asamani et al. (2020) mentioning that as a child grows, so does his or her perspective on the world of work. It further reveals that it signifies the amount of sense of belongingness and identification a person feels with a company (González & Febles, 2020). One of the most important responsibilities of a company is to ensure that its employees are committed to the company's goals (Kotzé & Nel, 2020). For Ababneh et al. (2021) productivity and efficiency can benefit from employee commitment. Also, Masale et al. (2021) mention that a high degree of organizational commitment reduces aspects such as absenteeism and staff turnover in the company, for example.

This variable is composed of normative commitment, affective commitment and continuous commitment as dimensions. In normative commitment according to Ng Hue (2021) refers to those rules that the organization establishes in order to comply with the administrative processes considering at this point the hiring rules, also, the safety rules that are developed for the benefit of its employees and users are embodied. In addition, it is considered to the permanent evaluation since this allows to demonstrate which areas must be reinforced or which areas must be enhanced to reach the next level, since this allows to generate mutual loyalty

between employees and worker. (Kumar & Priyadarshi, 2021). Similarly, Rossi et al. (2021) point out that it means continuing to fulfill the moral obligation of reciprocity. In addition, McCarthy et al. (2022), reveal that this commitment refers to the employee's attachment to the organization, which is based on a sense of loyalty and manifests as a sense of obligation to persist in performing their duties in the organization.

The affective commitment is counted where Ng Hue (2021) reveals that it is the one that has an emotional connection with the mission and values of the company. Likewise, Safadi et al. (2020), point out that it is the belonging, the labor option that employees maintain with the organization, it is so much the affective bond that they do not want to leave the institution since they consider that there is a timely collaboration between bosses, officials and employees, where there is a very strong and solid emotional bond. Similarly Tran et al. (2020) indicate that they may not be aware of this, but it can be seen when they talk about the organization or simply show that they are happy and satisfied at work. Furthermore, when an employee has a strong sense of loyalty to their employer, they are more likely to care about the well-being of the institution and be happy when things are going well (Elliott, 2020). Continuous commitment is considered according to Ng Hue (2021) mentions that this happens when the worker feels that there are opportunities for promotion that allow their growth as a professional because the entity gives the job recognition that really deserves it, where voluntarily carries out extra hours of work as this allows them to generate new skills. In this context, it means that they intend to remain in the organization for a prolonged period of time, since it has become an important part of their life and they consider that they should remain in the organization for a long period of time (Ames, 2021).

Teamwork was considered the contribution of Grillos et al. (2021) where they state that it is the ability to actively participate in the pursuit of the specific objectives of the organization where performance and a positive attitude is required, and leaders must maintain effective communication and recognize the contributions of team members to achieve the common goal and assume shared responsibilities at a given time. It is also a minority of people with complementary skills, committed to common goals, objectives and work plans, and shared responsibilities. (Waggie & Arends, 2021). Also, are Masimula et al. (2021) point out that they are those people who work together to achieve a common goal and are interdependent on each other. Likewise, Trincherro et al. (2020) mention that it is a group of two or more people who work together to achieve a common goal by interacting with each other.

Effective communication and recognition of contributions, common goal and shared responsibilities, and specific performance goals and positive attitude were considered as

dimensions. With respect to effective communication and recognition of contributions where Gutierrez et al. (2022) mention that it is where the effectiveness, fluency, comprehension, clarity, respect and sincerity of the information given and received are considered; this varies according to the attitude of the individual. In the words of Quezada et al. (2020), they reveal that this allows increasing the level of commitment and cohesion among the members of the work team. Communication increases the cohesion and commitment of the members of the work team, facilitating coordinated interactions and the smooth functioning of the work team (Cardona & Trejos, 2020). In the recognition of contributions according to Asún et al. (2019) is when the agency emphasizes the contribution of each member and group, in the sum of all team members, through tangible or intangible rewards, emphasizing the value of reinforcements to increase job satisfaction and enhance the sense of belonging of the team to the organization.

Regarding the common goal and shared responsibilities according to Gutierrez et al. (2022) to foster a sense of camaraderie among team members and motivate them to work towards common goals. Also, Barrios et al. (2019) mentions that as a team, having a common goal helps all group members to work together towards a common goal, resulting in a higher level of commitment from all group members. With respect to shared responsibilities in Almengor's view (2021) is analogous to collective commitment and the obligation of each team member to provide objective and real contributions to the achievement of the final result, in order to ensure the achievement of the common goal. For Vargas et al. (2021) the objectives of a team and the way in which responsibilities are shared are related to the leadership of the team members, who are committed to the organization and fulfill their individual responsibilities and support each other to achieve the established objectives.

With regard to specific performance and positive attitude goals according to Gutiérrez et al. (2022) defining short-term goals as specific performance goals, prioritizing in order of prioritization in a realistic and measurable way, in relation to the common goals. In contrast, Vargas et al. (2021), point out that it is essential to follow the progress of the team and the level of responsibility that each member has in order for it to succeed. In addition, Barrios et al. (2019) make mention that in positive attitude describes the ability of team members to work together in a kind and humble way, with open minds and consideration for others, as well as their natural tendency to produce better results. In contrast, Asún et al. (2019) indicate that attitudes towards co-workers, integration and reactions to criticism are taken into account when rating this project.

RESEARCH METHODOLOGY

For these reasons it was decided to formulate as a general question: What is the relationship between organizational commitment and teamwork in a Peruvian municipality?

Being the reason that was considered as general objective: to determine the relationship of organizational commitment in teamwork in a municipality from Peru. The specific ones were three: OE1. To identify the level of organizational commitment of the workers of a Peruvian municipality. To describe the level of teamwork of workers in a Peruvian municipality. To establish the relationship between the dimensions of organizational commitment and teamwork of workers in a Peruvian municipality. The general hypothesis was: There is a significant relationship between organizational commitment and teamwork of workers in a Peruvian municipality. It was considered to use an applied type of study, since during the work theoretical and conceptual information of the study variables will be collected from different authors globally. Thus, the CONCYTEC (2018), mentions that a recognized and specific need must be met, and scientific knowledge is used to determine the best way to do it. Likewise, it was considered to use the non-experimental design because in the development of this work the variables under study were not manipulated in a premeditated way. In this sense Hernandez and Mendoza (2018) define it as one that is executed without deliberate manipulation of variables. In other words, this is a survey where we did not intentionally change the independent variable. Likewise, it was of transversal cut since this work was carried out during the period and moments established by the university. Where Hernández and Mendoza (2018) reveals that it is an observational study that analyzes variable data on a population or a predefined subset collected over a period of time.

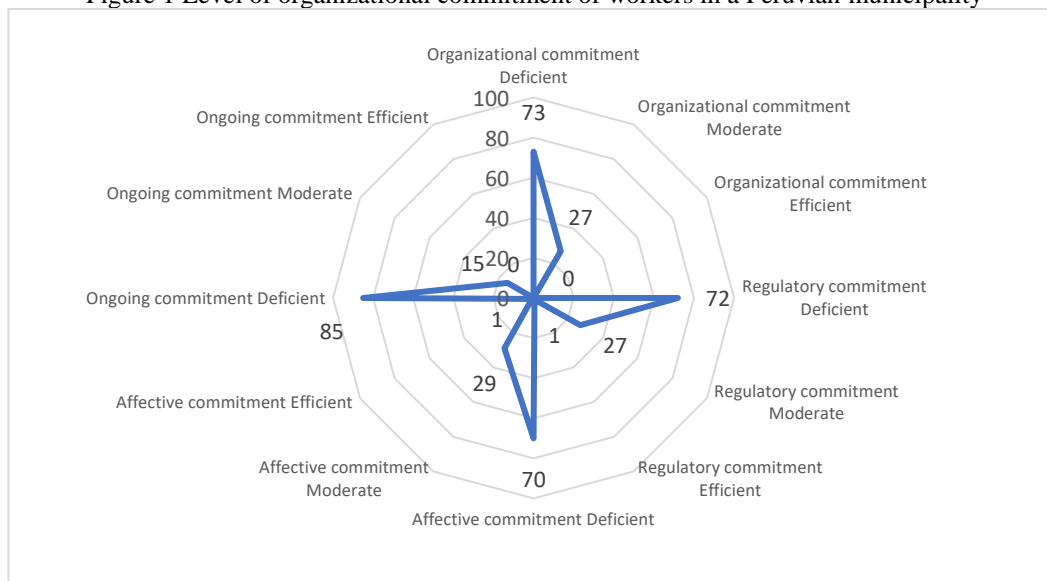
A descriptive correlational method was also used because during the execution of this research, the degree of association maintained by the variables and each of its dimensions was sought. On the other hand, Ñaupas et al. (2018) conducted descriptive research used to discover new facts and meanings from investigations. Correlation studies are carried out to measure two variables. The population consisted of 123 workers in a Peruvian municipality. In this case the sample was reached through the formula of finite proportions obtaining as a result 94 workers of a municipality from Peru. It was considered to use the simple random probability sampling since the subjects will be chosen randomly. The survey was considered as a technique that was adapted from several researches published in the institutional repositories of the licensed universities. Likewise, it was considered as an instrument the questionnaire made up of 17 items in each of the variables, which will be validated by three graduates in administration with a master's degree or doctorate with extensive professional and academic experience. With respect

to reliability, the items were passed through Cronbach's Alpha in order to verify the degree of confidence of each of the questions asked.

The analysis was distributed through a software called SPSS V 26, which will allow processing data systematically, presenting results appropriate for ongoing research and combining results from various aspects to obtain frequency distributions, tables and graphs. The resulting sample is sufficient to satisfy the distribution and correlation. The ethical considerations for this study were the commitment and high level of responsibility in the course of this purpose, avoiding falsehood and plagiarism, respecting the intellectual characteristics of the authors and citing all surveys used in recent research. The administrative managers of the municipality will be involved in the collection of references. Employees were also aware of the time commitment required for teamwork. Equally, the main objective of this study was to protect the validity of the data collected from the participants.

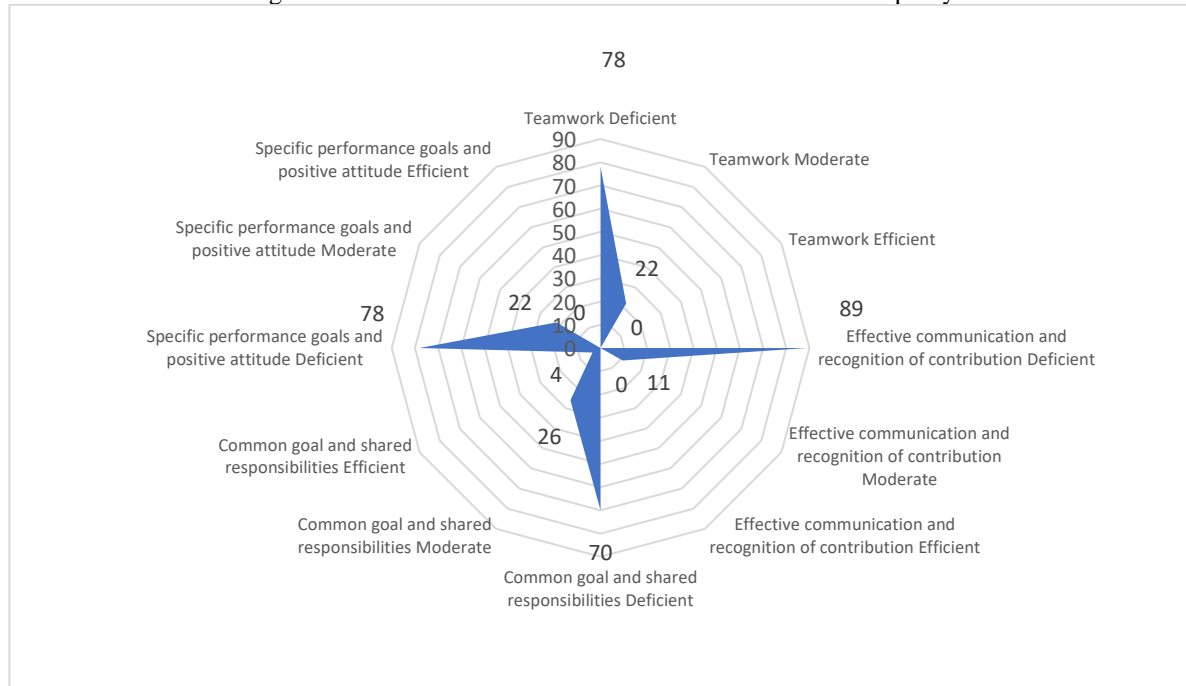
RESULTS

Figure 1 Level of organizational commitment of workers in a Peruvian municipality



The workers organizational commitment of the municipality is deficient in 73%, likewise, it is evident that the continuous commitment dimension is deficient in 85%, followed by the normative commitment dimension which is deficient in 72% and as a final part there is the affective commitment dimension which is deficient in 70% demonstrating that by not complying with assigning all the norms in the hiring of personnel, with establishing security norms and with permanently evaluating the performance of the collaborators it will not be possible to reach the constant organizational commitment.

Figure 2 Level of teamwork of workers in a Peruvian municipality



The workers the teamwork of the municipality is deficient 78%, likewise, it is evident that the dimension effective communication and recognition of contribution is deficient 89%, continued by the dimension specific performance goals and positive attitude that is deficient 78% and as a final part is the dimension common goal and shared responsibilities that is deficient 70%, This shows that by not listening to the contributions and ideas of their workers, by not considering and valuing the efforts of each member of the teams and by not identifying work difficulties in a timely manner, there is no joint work because employees have put aside their responsibilities.

Table 1 Relationship between the dimensions of organizational commitment and teamwork of workers in a municipality from Peru

		Teamwork	
Spearman's Rho	Normative commitment	Correlation coefficient	.774**
		Sig. (bilateral)	.000
		N	94
	Affective commitment	Correlation coefficient	.634**
		Sig. (bilateral)	.000
		N	94
	Ongoing commitment	Correlation coefficient	.821**
		Sig. (bilateral)	.000
		N	94

The $p=0.000 < 0.05$ which allows to accept the alternative hypothesis revealing that all the dimensions of organizational commitment retain a highly significant correlation, likewise, it can be seen that the continuous commitment dimension reached an $Rho=82.1\%$ indicating

that it retains a very strong positive correlation with teamwork, followed by the normative commitment dimension which obtained an $Rho=77.4\%$ showing that it maintains a strong positive correlation with teamwork, finally, we have the affective commitment dimension that got a $Rho=63.4\%$ indicating that it retains a considerable positive correlation with teamwork, this means that while the fulfillment of functions of all workers is inspected, while superiors maintain high levels of loyalty to their employees and provide timely collaboration to the members of the institution then teamwork will be efficient for the benefit of all.

Table 2 Relationship between organizational commitment and teamwork of workers in a municipality from Peru

		Organizational Commitment	Teamwork
Spearman's Rho	Organizational Commitment	Correlation coefficient	1.000
		Sig. (bilateral)	.000
		N	94
	Teamwork	Correlation coefficient	.829**
		Sig. (bilateral)	.000
		N	94

** . Correlation is significant at the 0.01 level (bilateral).

The $p=0.000<0.05$, indicating that the variables maintain a highly significant correlation, also, it is evident that they reached a $Rho=82.9\%$ indicating that the organizational commitment maintains a very strong positive correlation with teamwork, this shows that by generating in the workers belonging to the institution, while providing job growth options to the best employees and creating very strong emotional ties, then an assertive communication is achieved through permanent dialogue, improving the communication flow and thus is able to recognize the needs that keep employees positively impacting the decision making since the planned goals have been realistic to the resources and skills of employees.

DISCUSSION

It is observed that the $p=0.000<0.05$, indicating that the variables retain a highly significant correlation, also, it is evident that they reached a $Rho=82.9\%$ indicating that the organizational commitment maintains a very strong positive correlation with teamwork, this evidences that when generating in the workers belonging with the institution, while providing labor options of growth to the best collaborators and creating very strong affective bonds, then an assertive communication is achieved through the permanent dialogue, the communicational flow is improved and with it is achieved to recognize the needs that maintain the employees impacting positively in the decision making bringing since the planned goals have been realistic to the resources and abilities of the employees.

The data obtained are protected by López et al. (2022) because they determined to study the association that exists in these variables. It was quantitative, descriptive and associative, they surveyed 20 workers. They came to conclude that these variables maintain a very strong and positive association since both obtained a Pearson $r = 0.878$. In addition, Suquillo (2021) since they decided to verify the degree of associativity that exists between these variables. To do so, he considered using a positivist and associative methodology, surveying 20 teachers. He concluded that there is a very strong positive association between these variables because they reached a $Rho = 0.897$. Likewise, Leiva (2020) decided to analyze the associativity that exists between these variables. He used a quantitative, descriptive and correlational methodology, applying the survey to 91 teachers. He concluded that these variables maintain a highly significant association since both reached a $Rho = 0.986$. For the conceptual bases of the organizational commitment variable, the contribution of Alamirew (2020) was taken into consideration, where he mentions that those people who are committed to the long-term socialization process of the organization demonstrate their normative, emotional and continued commitment to the work assigned by their superiors. With respect to the conceptual bases of the teamwork variable, the contribution of Grillos et al. (2021) was considered where they state that it is the ability to actively participate in the pursuit of the specific objectives of the organization where performance and a positive attitude are required, and leaders must maintain effective communication and recognize the contributions of team members to achieve the common goal and assume shared responsibilities at a given time.

It is possible to observe that for the workers the organizational commitment of the municipality is deficient 73%, also, it is evident that the dimension continuous commitment is deficient 85%, followed by the dimension normative commitment that is deficient 72% and as final part it is counted with the dimension affective commitment that is deficient 70% demonstrating that when not fulfilling to assign all the norms in the personnel hiring, with establishing the norms of security and with permanently evaluating the performance of the collaborators the constant organizational commitment will not be able to be reached.

The findings resemble Rangus et al. (2020) because they resolved to examine whether two different work engagement profiles influence the hospitality sector in Slovenia and Serbia and how the implications of the differences can be used in the tourism and hospitality sector. Combining a qualitative and quantitative approach, two new instruments were developed for this study. The first instrument was created based on short, structured interviews with employees. They concluded that there is a small proportion of career-oriented employees in the tourism sector, and the difference between employees is evident in the job value ranking.

Similarly, Rovayo (2020) analyzed the influence of organizational commitment on public management. He used a literature review, descriptive, correlational and cross-sectional methodology, surveying 190 public servants. He concluded that through consultations of secondary sources, it was possible to examine the link between organizational commitment and the evaluation of one's own commitments, leading to public management and public commitment. Development influences a person's current circumstances and feelings, which affect how that person accepts a commitment. Similarly, Narvaez (2019) as he analyzed the organizational commitment of the employees of the company Santillana. Through a quantitative, descriptive and applied methodology, surveying 114 people. He came to conclude that it is essential to encourage the development of soft skills of leadership, provide employees with learning opportunities and establish policies and procedures that maintain and reinforce a culture of belonging, vigor, dedication and rewards.

The theory that supports the results in the normative commitment is Ng Hue (2021), refers to those rules that the organization establishes in order to comply with administrative processes considering at this point to the rules of recruitment, also, the safety standards that are developed for the benefit of its employees and users are embodied. There is the affective commitment where Ng Hue (2021), reveals that it is the one that has an emotional connection with the mission and values of the company. Continuous commitment is considered according to Ng Hue (2021), he mentions that this happens when the worker feels that there are opportunities for advancement that allow their growth as a professional since the entity gives the labor recognition that really deserves it, where voluntarily carries out extra hours of work as this allows them to generate new skills.

It is possible to observe that for the workers the teamwork of the municipality is deficient 78%, likewise, it is evident that the dimension effective communication and recognition of contribution is deficient 89%, continued by the dimension specific performance goals and positive attitude that is deficient 78% and as a final part there is the dimension common objective and shared responsibilities that is deficient 70%, This shows that by not listening to the contributions and ideas of their workers, by not considering and valuing the efforts of each member of the teams and by not identifying work difficulties in a timely manner, there is no joint work, as employees have put aside their responsibilities.

The findings are similar to De Prada et al. (2022) since they determined the level of teamwork skills of university students. A descriptive observational and cross-sectional study was designed with a purposive sample of Spanish university students. The sample consisted of 615 undergraduate social science students. They concluded that significant differences between

genders, highlighting that female students outperform their male counterparts in most teamwork skills, except in leadership. Similarly, Harris et al. (2022) as they identified and described current freely or commercially available teamwork interventions to support teamwork improvements in UK maternity services and conduct a gap analysis to identify areas for future development. A multi-component search process was used to identify teamwork interventions. They concluded that evidence-based team improvement interventions that address these gaps are needed. Such interventions support team ownership of quality improvement, which would result in improved outcomes for service users, staff and organisations. Furthermore, Amiruddin et al. (2021) because they decided to review the important role of Shared Vision Based Teamwork Cohesion (SVBTC) as a bridge between Organisational Commitment (OC) and Organisational Citizenship Behaviour (OCB) of an organisation's employees.

The theoretical basis considered for this variable is in effective communication and recognition of contributions where Gutierrez et al. (2022) mention that it is where the effectiveness, fluency, understanding, clarity, respect and sincerity of the information given and received is considered; this varies according to the attitude of the individual. With respect to the common goal and shared responsibilities according to Gutierrez et al. (2022) to foster a sense of camaraderie among team members and motivate them to work towards common goals. With respect to specific performance goals and positive attitude according to Gutierrez et al. (2022) defining short-term goals as specific performance objectives, prioritizing in order of prioritization in a realistic and measurable way, in relation to common goals.

The $p=0.000<0.05$ which allows to accept the alternative hypothesis revealing that all the dimensions of organizational commitment retain a highly significant correlation, likewise, it can be seen that the continuous commitment dimension reached an $Rho=82.1\%$ indicating that it retains a very strong positive correlation with teamwork, followed by the normative commitment dimension which obtained an $Rho=77.4\%$ showing that it maintains a strong positive correlation with teamwork, finally, we have the affective commitment dimension that got a $Rho=63.4\%$ indicating that it retains a considerable positive correlation with teamwork, this means that while the fulfillment of functions of all workers is inspected, while superiors maintain high levels of loyalty to their employees and provide timely collaboration to the members of the institution then teamwork will be efficient for the benefit of all.

The results are guarded by Oseda et al. (2020) because they determined to measure the association that exists between these variables. For this, they considered a bivariate methodology, non-experimental, relational level, applying the questionnaire to 75 workers. They concluded that between these variables there is an average direct association since they

reached an $Rho=0.698$. Also, Gutierrez and Clemente (2020) since they resolved to study the relationship that exists between the variables. Under an applied, non-experimental and correlational methodology, 43 workers were surveyed. They concluded that these variables maintain an average positive association since they reached a $Rho=0.529$.

CONCLUSIONS

It is concluded that the organizational commitment maintains a very strong positive correlation with teamwork since both reached a $p=0.000<0.05$, indicating that the variables retain a highly significant correlation, also, they obtained a $Rho=82.9\%$, this puts in evidence that when generating in the workers belonging with the institution, as long as labor options of growth are offered to the best collaborators and very strong affective bonds are created, then an assertive communication is achieved through the permanent dialogue, the communicational flow is improved and with it it is achieved to recognize the needs that maintain the employees impacting positively in the decision making bringing since the planned goals have been realistic to the resources and abilities of the employees.

It is suggested to officials to plan and deliver timely work activities to each worker, also, they should direct and evaluate with respect, empathy and patience all the functions that are executed in the work shifts assigned in the dependencies of the institution since this tolerates and generates a high commitment from workers as they feel that all have the same benefits and rights in the entity, allowing to improve the efficiency of teamwork.

It is also concluded that the organizational commitment of the municipality is deficient in 73%, likewise, it is evident that the continuous commitment dimension is deficient in 85%, followed by the normative commitment dimension which is deficient in 72% and as a final part there is the affective commitment dimension which is deficient in 70% demonstrating that by not complying with assigning all the norms in the hiring of personnel, with establishing security norms and with permanently evaluating the performance of the collaborators it will not be possible to reach the constant organizational commitment.

It is proposed to the workers to maintain a high organizational commitment with the goals that the institution itself has projected to achieve in the labor exercise since this allows them to have the opportunity to continue performing their functions and with different opportunities for promotion that allows them to achieve their personal and professional development impacting in a positive way the source of income of their family.

On the other hand, the teamwork of the municipality is deficient 78%, likewise, it is evident that the dimension effective communication and recognition of contribution is deficient

89%, continued by the dimension specific performance goals and positive attitude that is deficient 78% and as a final part is the dimension common goal and shared responsibilities that is deficient 70%, This shows that by not listening to the contributions and ideas of their workers, by not considering and valuing the efforts of each member of the teams and by not identifying work difficulties in a timely manner, there is no joint work, as employees have put aside their responsibilities.

It is recommended that area managers and officials have a good attitude before, during and after the execution of the work, motivating and encouraging all teams to achieve the strategic objectives that the municipality has set out in its Institutional Operational Plan, as this has a positive effect on workers since responsibilities are shared according to their profile and professional experience.

Other conclusion is that the continuous commitment dimension achieved an $Rho=82.1\%$ indicating that it retains a very strong positive correlation with teamwork, followed by the normative commitment dimension which obtained an $Rho=77.4\%$ showing that it maintains a strong positive correlation with teamwork, finally, there is the affective commitment dimension that got an $Rho=63.4\%$ indicating that it retains a significant positive correlation with teamwork, also, they got a $p\text{ value} = 0.000 < 0.05$ which allows to accept the alternative hypothesis revealing that all the dimensions of organizational commitment retain a highly significant correlation, this means that while the fulfillment of functions of all workers is inspected, while superiors maintain high levels of loyalty to their employees and provide timely collaboration to the members of the institution then teamwork will be efficient for the benefit of all.

It is suggested to the head of human resources to evaluate and measure the performance of officials, area managers, team leaders and each worker as this allows the activities are met within the deadlines, because the assigned authorities will provide cooperation at the precise time that is needed to get out of the doubts or any unforeseen work, should always prevail the integrity and loyalty of both parties.

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