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Job climate and job satisfaction as predictors of happiness at work in a sample of Mexican healthcare employees

Clima y satisfacción laboral como predictores de la felicidad en el trabajo en una muestra de funcionarios del sector salud mexicano

Olga Selenia Federico Valle[1*], Francisco Javier Díaz Pincheira[2], Moisés Esteban Carrasco Garcés[2]

[1]Universidad de Sonora, México
[2]Universidad de Concepción, Chile

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Abstract

The purpose of this article is to analyse the effect of organisational climate and job satisfaction on subjective happiness at work. This research was conducted in public health centre workers in the state of Sonora, Mexico. A structural equation model was used to test the structural relationship between these three variables. The main results show that there are positive relationships between job satisfaction, organisational climate and subjective happiness, while a negative and significant relationship between organisational climate and subjective happiness is evident.

JEL Code: I31, M12, M54
Keywords: job satisfaction; organizational climate; organizational climate; happiness; health workers

*Corresponding author.
E-mail address: selenia.federico@unison.mx (O. S. Federico Valle).
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Resumen

El presente artículo tiene como propósito analizar el efecto del clima organizacional y la satisfacción laboral sobre la felicidad subjetiva en el trabajo. Esta investigación se realizó en trabajadores de centros de salud pública en el estado de Sonora, México. Se utilizó un modelo de ecuaciones estructurales para comprobar la relación estructural entre estas tres variables. Los principales resultados demuestran que existen relaciones positivas entre satisfacción laboral, clima organizacional y felicidad subjetiva; mientras que se evidencia una relación negativa y significativa entre clima organizacional y felicidad subjetiva.

Código JEL: I31, M12, M54
Palabras clave: satisfacción laboral; clima organizacional; felicidad; trabajadores salud

Introduction

For researchers, the word happiness has been a challenging term to conceptualize and is synonymous with expressions such as subjective well-being, psychological well-being, quality of life, or satisfaction (Khalil, 2019; Romero-Rodríguez et al., 2019). Numerous studies have emerged from this approach that consider subjective well-being as the science of happiness (Helliwell & Aknin, 2018).

The study of happiness within organizations is an expanding field in organizational management, and some studies have been dedicated to empirically demonstrating the vital weight that happiness holds in the development of human capital (Chen et al., 2020). This is particularly true because human beings spend most of the day at work, and happiness and positive mood levels directly affect performance (de Andrade-Tavares & Farias, 2023) and play a protective and enhancing role in the health of people at work (Deschamps Perdomo et al., 2020). Similarly, the happy-productive worker thesis states that happy employees perform better than less happy ones, are more creative and innovative, and use diverse methods to solve problems (Wright et al., 2007).

The healthcare workforce is a group with changing and complex work dynamics (Yánez-Ramos & Herrera, 2020). These workers experiences high rates of mental health problems such as burnout, stress, and depression due to workplace conditions, which include excessive workloads, high levels of stress, and physical and psychological violence, which end up generating negative effects on patients, as well as on their own mental health, happiness, and well-being (Gray et al., 2019). Silverblatt (2010) stated that unhappy workers cost millions in the economy, mainly through lost productivity, so managing employees' happiness and positive emotions is generally an antidote to work and personal difficulties.

Some authors, such as Kamel et al. (2017) and Warr (2013), have pointed out that variables such as job satisfaction, organizational commitment, organizational climate, work involvement, individual commitment, prosperity, and vigor and affection at work can explain happiness at work. This study aims to explain which variables of organizational climate and job satisfaction can explain happiness at work in

a group of healthcare workers in Mexico. It has been claimed that one of the factors that influence job satisfaction is the organizational climate and that both are related to people's quality of work life, performance, and happiness (Manosalvas Vaca et al., 2015; Peña Cárdenas et al., 2013).

Review of the literature

Organizational climate

Organizational climate is a set of attributes that can be perceived in a particular organization or its subsystems and that can be induced by how the organization interacts with its members and its environment (Hellriegel et al., 2002). Therefore, it contains factors such as communication styles, culture, reputation, industrial context, organizational structure, group dynamics, leadership styles, and other variables that affect the work environment (Banwo et al., 2022). Thus, there may also be multiple climates within the same organization, as life in the organization may vary in terms of members' perceptions according to the levels of the organization, their different workplaces, or the various units within the same workplace (Sampieri et al., 2014).

Koys and DeCotiis (1991) included the following as dimensions of organizational climate: autonomy, cohesion, equity, pressure, innovation, recognition, trust, and support. Parker et al. (2003), in one of the most significant studies, identified common dimensions in climate research at a practically global level: job role, the job itself, the leader, the work group, the organization in general, job satisfaction, feeling good in the work environment, motivation, performance, and other attitudes toward work.

Nowadays, the organizational climate is considered a basic axis as it provides feedback on the processes that define organizational behaviors and allows the introduction of duly planned changes in attitudes and behaviors of personnel and even in actions that impact the organizational structure itself. For example, a negative or unpleasant organizational climate can lead to situations of conflict, employee dissatisfaction, absenteeism, lower productivity, and staff turnover, among other aspects (Hernández Gracia et al., 2021).

Organizational climate can also indirectly affect employee health by reducing hazards, risks, or demands and promoting health and safety through establishing safety procedures. In an excellent organizational climate, employees are allowed or even expected to express their needs and dissatisfaction with existing hazards, risks, and demands (Loh et al., 2019). For example, Dollard and Bakker (2010) found that organizational climate is the precursor of working conditions, including workload, role conflict, emotional demands, rewards, and fairness. Dollard and Bakker (2010) and Idris et al. (2012) proposed

that a positive organizational climate would lead to low demands and high resources, which, in turn, would protect employees from poor health outcomes such as burnout, anxiety, and fatigue.

In health institutions, climate management can become a preponderant factor since it directly influences the growth and development of these institutions (Loh et al., 2019). When delving into the topic of study, it is possible to observe that organizational climate in Mexico has been studied in the health field extensively, being considered as a relevant element for the adequate performance of an organization. Although it can only be perceived, it positively impacts worker performance (Arvizu et al., 2020; Hernández Gracia et al., 2021). In a study conducted in Mexico City with healthcare workers, Adauta (2018) described leadership, reciprocity, and participation in decision making as key elements for generating good work climates.

Job satisfaction

Job satisfaction represents one of the most important topics addressed by the human resource literature and is the centerpiece of organizational development (Walker, 2017). Job satisfaction is defined as a pleasant or positive emotional state resulting from the evaluation of work or work experiences and explains the difference between an individual's expectations, needs, or values concerning the job and what it actually offers (Dodanwala et al., 2023).

Overall, job satisfaction is composed of satisfaction at work, satisfaction with supervisor support, and satisfaction with promotion opportunities (Singh & Das, 2013). This construct is of great importance in organizational management and has strong implications for increasing employee performance (Wnuk, 2017), reducing staff turnover (Zaharie et al., 2018), and increasing employee engagement (Ahmad et al., 2022). Many individual and organizational factors can compromise job satisfaction. These factors include job insecurity and instability (Reisel et al., 2010) and excessive responsibilities (Gerich & Weber, 2020). Job security is one of the variables on which employees' satisfaction with the work performed is based and is how positive results are obtained (Wu et al., 2021). The lack of security generates negative effects such as staff turnover intentions or counterproductive behavior (Nemteanu et al., 2021). If a company has dissatisfied employees, this will lead to company failures and personal conflicts, bureaucracy, lack of clarity, communication problems, bad decisions, and many obstacles that will not allow the company and its employees to progress (Ahmad et al., 2022).

It has been demonstrated that variables such as health perception, managerial support, infrastructure, adequate equipment, and work overload can alter job satisfaction among healthcare personnel in Mexico (Radillo et al., 2021).

Many authors have identified significant associations between several organizational climate factors and job satisfaction, and the results suggest that both variables are different and are only correlated in one specific aspect: the perception of interpersonal relationships (Manosalvas Vaca et al., 2015). Ramihic (2013) also showed that organizational climate significantly influences job satisfaction and that 86.6% of changes in job satisfaction are influenced by changes in job climate.

Happiness

Moyano Díaz and Ramos Alvarado (2007) define happiness as a personal emotional state that seems to be cognitively fed by the reflection on their general satisfaction with life and by the frequency and intensity with which positive emotions are experienced. Seligman (2011) proposes that a happy person possesses certain characteristics, such as positive emotions, involvement, positive relationships, and a sense of work and achievement. Lyubomirsky et al. (2005) point out that happy people are more sociable, have more energy, are more generous, are more willing to cooperate, show greater flexibility and ingenuity in their way of thinking, and are more productive in their work.

The effects of happiness on people have been studied both in the field of health and at work, as it is important to prevent diseases and increase life expectancy (Veenhoven, 2000), promote more active lives (Lathia et al., 2017), and increase productivity (Oswald et al., 2015). Conversely, it has been claimed that low happiness levels at work decrease work performance, increase the risk of accidents at work, promote conflicts, and increase absenteeism and staff turnover (Warr, 2011).

For Janus and Smrokowska-Reichmann (2019), happiness is a combination of three lifestyles: the pleasurable life, the engaged life, and the meaningful life. The pleasurable life involves seeking positive emotions and experiences, being transient and unable to provide complete satisfaction. The engaged life results from efforts and commitment to work, achieving personal goals, and building relationships. Finally, the meaningful life denotes building close relationships with others and participating in positive institutions such as family, a local community, or society defined in general terms.

The perception of organizational happiness can be divided into five main factors (Mendoza-Ocasal et al., 2021): positive emotions, happiness agreement, relationships, feelings of success, and happiness in the work area, indicating that a good relationship with coworkers leads to organizational happiness. Díaz Pincheira and Carrasco Garcés (2018) have claimed that the factors that favor happiness at work from the organizational climate are work-life balance, cohesion among colleagues, autonomy, and pressure or performance standards. Similarly, Wright and Cropanzano (2004) claim that the higher the job satisfaction, the greater the positive work emotions and the higher the happiness levels.

The following Hypotheses are derived from the study:

H1: Experiencing a favorable job climate leads to greater subjective happiness.

H2: Job satisfaction is positively and significantly related to subjective happiness.

H3: There is a positive and significant correlation between job satisfaction and organizational climate.

Methodology

This study used a quantitative approach with a non-experimental design and a descriptive-correlational scope.

Population and sample

The study population corresponded to a random sample of 144 workers from public and private healthcare institutions in Caborca, Sonora, Mexico. Of the total number of people surveyed, 79 were female (54.9%) and 65 were male (45.1%), with ages ranging from 25 to 55, of which 40.1% were between 25 and 35 years old.

Instruments

Three instruments were used for this research:

(a) The Subjective Happiness Scale of Lyubomirsky and Lepper (1999), which measures global or lasting happiness and was validated in Mexico by Quezada et al. (2016). People answer a questionnaire in Likert format with answers from 1 to 7, answering items such as: “Some people are very happy in general, they enjoy life regardless of what happens, and they make the most of everything. To what extent are you like that?” This instrument’s internal consistency reliability was obtained through a Cronbach’s alpha coefficient of 0.84.

(b) The Organizational Climate questionnaire of Koys and DeCotiis (1991)

[Adapted for the Spanish context by Chiang Vega et al. (2008)]. This instrument consists of 40 questions, and people respond on a Likert scale from 1 to 5, answering items such as: ‘I propose the way I will do my job’; ‘the people working in my company help each other’; ‘my institution is a relaxed place to work.’ The questionnaire measures eight variables: autonomy, cohesion, trust, pressure, support, recognition, equity, and innovation. The internal consistency reliability of this instrument was obtained through a Cronbach’s alpha coefficient of 0.81. The following coefficients were obtained for each scale:

autonomy, 0.83; cohesion, 0.84; trust, 0.74; pressure, 0.71; support, 0.88; recognition, 0.82; equity, 0.70; and innovation, 0.91. Once the data were collected, they were organized and classified in such a way as to enable a better analysis of the information obtained.

(c) The instrument used to evaluate Job Satisfaction S20/23 by Meliá and Peiró (Meliá & Peiró, 1989)

[Adapted for the Spanish context by Chiang Vega et al. (2008)]. For the validation of this diagnostic, the following reliability indices were found: Satisfaction with supervision (.976), Satisfaction with physical conditions at work (.907), Satisfaction with participation in decisions (.893), Satisfaction with their job (.910), and Satisfaction with Recognition (.907). The scale uses the Likert model with 7 types of responses, and people answer items such as: 'How satisfied are you with...? The opportunities that your job offers you to do the things you do best.' 'How satisfied are you with...? The ability to decide autonomously about aspects of your job.'

Controlling the common variance

Several steps were performed to control the possible common method variance (CMV). First, the method proposed by Podsakoff et al. (2012) was used, performing Harman's single-factor test. This factor is obtained by introducing all items in an exploratory factor analysis by factoring the main axis without rotating. As a result, four factors contain 60% of the total variance, and the first factor contains 40% of the total variance. Nonetheless, the two assumptions were not met, i.e., no single factor emerged, and the first factor did not capture most of the variance. Therefore, it could be said that CMV is not an issue in this study. Bozionelos and Simmering (2022) indicate that the probability of CMV leading to a common variance bias is low, considering typical levels of reliability.

Data analysis

First, a series of statistical procedures are performed to find the main characteristics of the non-probabilistic sample of subjects who participated. Pearson's correlation indices were calculated for each dimension of Job Satisfaction, Organizational Climate, and Subjective Happiness. A factor analysis using maximum likelihood and PROMAX rotation (Pérez & Medrano, 2010) was used to reduce dimensionality and identify the underlying structure of the measurement variables.

Second, a structural equation model (SEM) was performed to test the structural model showing the relation between job satisfaction, organizational climate, and subjective happiness. This conceptual model identifies the latent variable Subjective Happiness and shows how the latent variables Job

Satisfaction and Organizational Climate relate to it. A model using Diagonally Weighted Least Squares (DWLS) was estimated to test the relation of each variable to subjective happiness. Jöreskog and Sörbom (1996) recommended using this method when samples are small and data violate the assumption of normality. DWLS methods use a polychoric correlation matrix and are considered superior when the observed variables in latent variable models are ordinal. Li (2016) shows that DWLS produces factor loading estimates and correlation estimates that are more accurate than maximum likelihood. Furthermore, DWLS structural coefficients outperform ML estimates. The statistical properties of this model translate into practical advantages by having more reliable structural relations when DWLS is used.

Table 1 shows the summary statistics of the variables considered in the SEM. In addition, the correlations and 95% confidence interval for each correlation are presented. The confidence interval is a plausible range of population correlations that could have caused the sample correlation (Cumming, 2014). Convergent and discriminant validity tests were performed, and the tests indicated that the instruments used were reliable (see Table 2). All of the scales show a level of reliability above the accepted level (0.7) (Hair et al., 2013). Moreover, Bartlett's spherical test was performed to determine whether there is a sufficient correlation between the variables that define each dimension to perform a factor analysis (Harerimana & Mtshali, 2020). Table 2 shows the p-values of Bartlett's test. Therefore, the null hypothesis that the inter-correlation matrix comes from a non-collinear population can be rejected. Thus, using principal components is an appropriate technique for dimension reduction in this analysis.

The proposed models have acceptable fit values. RMSEA (Root Mean Square Error of Approximation) and SRMR (Standardized Root Mean Square Residual) values are low within acceptable levels. When NFIs (Normed Fit Indices) are considered, they are greater than 0.95 for both latent variables, showing a good level of fit. This result is confirmed by CFI (Comparative Fit Index), GFI (Goodness of fit), and TLI (Tucker-Lewis Index) (Escobedo Portillo et al., 2016).

Table 1

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Support	3.08	0.92													
2. Autonomy	2.85	0.79	.31** [.15, .45]												
3. Cohesion	2.90	0.84	.56** [.44, .66]	.46** [.32, .58]											
4. Trust	3.11	0.96	.86** [.81, .89]	.32** [.16, .46]	.60** [.48, .70]										
5. Equity	3.00	0.95	.79** [.72, .85]	.38** [.23, .51]	.53** [.40, .64]	.73** [.65, .80]									
6. Recognition	2.48	1.06	.74** [.66, .81]	.37** [.22, .51]	.49** [.35, .60]	.68** [.58, .76]	.77** [.69, .83]								
7. Innovation	2.69	1.13	.75** [.67, .81]	.33** [.18, .47]	.52** [.39, .63]	.72** [.63, .79]	.72** [.63, .79]	.83** [.77, .88]							
8. Pressure	1.86	1.09	-.14 [-.30, .02]	.01 [-.15, .17]	-.01 [-.18, .15]	-.15 [-.31, .01]	-.16* [-.32, -.00]	-.02 [-.18, .15]	-.05 [-.21, .11]						
9. S.Conditions	3.24	0.78	.40** [.25, .53]	.33** [.17, .47]	.51** [.38, .62]	.47** [.33, .59]	.43** [.29, .56]	.40** [.25, .53]	.42** [.27, .55]	-.02 [-.18, .14]					
10. S.Decisions	3.18	0.82	.59** [.47, .68]	.49** [.36, .61]	.70** [.61, .78]	.63** [.52, .72]	.57** [.45, .67]	.53** [.40, .64]	.53** [.40, .64]	-.03 [-.19, .14]	.70** [.60, .77]				
11. S.Opportunities	3.30	0.76	.56** [.44, .66]	.52** [.39, .63]	.62** [.50, .71]	.58** [.46, .68]	.57** [.44, .67]	.49** [.36, .61]	.54** [.41, .65]	-.17* [-.32, -.01]	.68** [.58, .76]	.82** [.76, .87]			
12. S.Recognition	3.16	1.01	.46** [.32, .58]	.41** [.26, .53]	.55** [.42, .65]	.46** [.32, .58]	.44** [.30, .56]	.48** [.35, .60]	.51** [.38, .62]	-.02 [-.18, .14]	.58** [.45, .68]	.68** [.58, .76]	.78** [.70, .83]		
13. S.Superiors	3.23	0.84	.65** [.54, .73]	.40** [.26, .53]	.61** [.49, .70]	.61** [.50, .71]	.64** [.53, .72]	.57** [.45, .67]	.56** [.44, .66]	-.04 [-.20, .12]	.59** [.47, .69]	.74** [.66, .81]	.60** [.49, .70]	.57** [.44, .67]	
14. Happiness	5.46	1.44	-.07 [-.23, .10]	.19* [.02, .34]	.03 [-.14, .19]	-.06 [-.22, .10]	-.05 [-.21, .11]	.05 [-.12, .21]	.01 [-.16, .17]	-.05 [-.21, .12]	.06 [-.11, .22]	.08 [-.08, .24]	.02 [-.14, .19]	.04 [-.12, .20]	.04 [-.13, .20]

Means, standard deviations, and correlations with confidence intervals
Note: M and SD represent the mean and standard deviation, respectively. Values in square brackets indicate the 95% confidence interval for each correlation. * indicates $p < 0.05$. ** indicates $p < 0$

Table 2
Summary for convergent and discriminant validity measures

Scale	No. of items	Conv. validated	Disc. validated	Homogeneity[+]	Cronbach's Alpha	KMO[*]	*p*-value[++]	AVE
S.Superiors	5	0.87-0.88	0.74-0.78	0.65	0.9	0.85	0.00	0.64
S.Conditions	5	0.78-0.85	0.53-0.80	0.53	0.85	0.79	0.00	0.53
S.Decisions	6	0.88-0.9	0.68-0.79	0.62	0.91	0.86	0.00	0.62
S.Opportunities	7	0.78-0.82	0.66-0.73	0.58	0.84	0.77	0.00	0.61
S.Recognition	2	0.75	0.75	0.75	0.86	0.5	0.00	0.75
Autonomy	5	0.75-0.82	0.47-0.71	0.47	0.82	0.82	0.00	0.49
Cohesion	4	0.84-0.89	0.70-0.84	0.68	0.89	0.82	0.00	0.68
Trust	4	0.87-0.91	0.77-87	0.74	0.91	0.84	0.00	0.73
Pressure	4	0.76-0.84	0.55-0.75	0.56	0.84	0.8	0.00	0.59
Support	5	0.90-0.92	0.73-0.86	0.72	0.93	0.87	0.00	0.72
Recognition	4	0.83-0.87	0.67-0.75	0.64	0.88	0.83	0.00	0.64
Equity	2	0.72-0.8	0.76	0.76	0.86	0.5	0.00	0.75
Innovation	5	0.93-0.95	0.83-0.9	0.8	0.95	0.91	0.00	0.8
Happiness	3	0.94-0.96	0.92-0.94	0.91	0.97	0.78	0.00	0.9

Average inter-item correlation. [*]Kaiser-Meyer-Olkin factor. [++]*p*-value, Bartlett's correlation test.

Table 3
Fit indicators of the proposed models

Latent variable	RMSEA	SRMR	NFI	CFI	GFI	TLI
Acceptable levels	<0.08	<0.08	>0.95	>0.9	>0.95	>0.95
Satisfaction	0.000	0.062	0.984	1.00	0.98	1.00
Climate	0.000	0.069	0.973	1.00	0.978	1.02

Note: NFI= Normed-Fit index; CFI= comparative fit index; TLI= Tucker-Lewis Index; RMSEA=root mean square error of approximation; SRMR=standardized root mean square residual

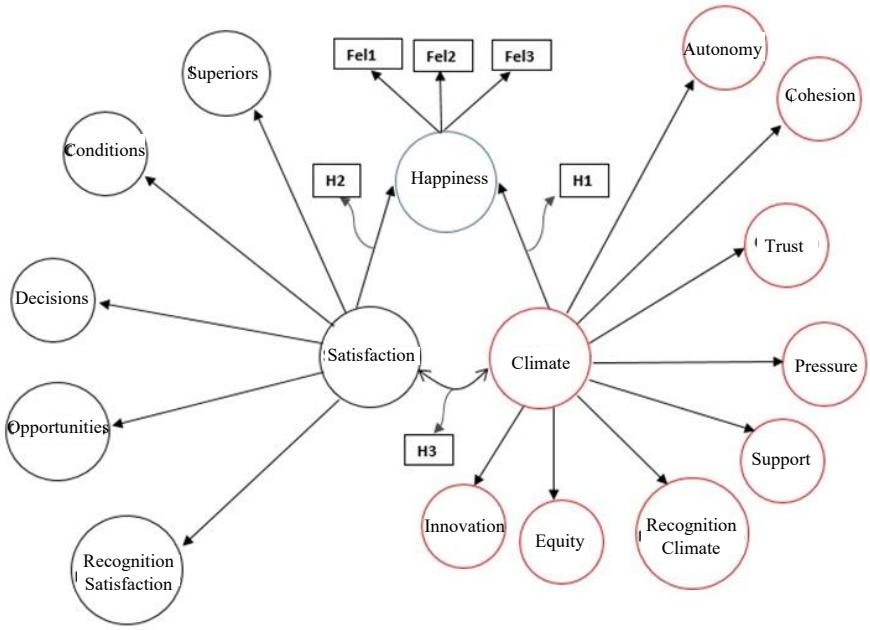

Figure 1. Structural Models: Relation of job satisfaction components and organizational climate with subjective happiness
Source: created by the authors

Structural model

An SEM was used to test the hypotheses, where the size and significance of the paths were examined. The advantage of the SEM is that it tests each path directly, and any complications in terms of measurement error, correlated measurement error, and feedback are incorporated directly (Baron & Kenny, 1986). Considering the literature, in addition to the exploratory factor analysis, this study sought to identify the relation between the factors of job satisfaction and organizational climate and subjective happiness.

The SEM constructed considers job satisfaction and organizational climate as exogenous variables and subjective happiness as an endogenous variable. It should be noted that both job satisfaction and the organizational climate are constructed from a series of dimensions, i.e., they are latent variables. Latent variables meet the assumptions of reliability and construct validity (see Table 2 for statistics). The factor loadings of the items are acceptable (mostly greater than 0.7) in each of the constructs they comprise (Hair Jr et al., 2021).

To consider the relevance of the structural model, the statistical significance and relevance of the relations of job satisfaction and organizational climate with subjective happiness were first estimated

(see Figure 2). This model shows that both climate and satisfaction are significantly related to subjective happiness. In addition, the model presents acceptable goodness-of-fit measures (RMSEA = 0.01, SRMR = 0.077, NFI = 0.959) (Williams et al., 2004). Finally, CFI values equal to 0.95 indicate that a model shows a good data fit; in this model, CFI = 1 (Hair et al., 2013).

It can be concluded from the SEM that both job satisfaction and organizational climate are significantly related to Subjective Happiness (H2). This is observed since the p-value of both relations is less than the 1% significance level. If these relations are closely analyzed, it is observed that job satisfaction has a significant and positive effect on subjective happiness (standardized β=0.19, z = 3.22., p<0.01). Therefore, the hypothesis can be accepted, and it can be said that positive and significant relations were observed between job satisfaction and subjective happiness. This first result is expected. Now, when the case of work climate is analyzed, it has a negative and significant effect on subjective happiness (H1) (standardized β= -0.16, z = -2.86., p <0.01). This result is not expected. Accordingly, Diener and Diener (1996) and Moyano Díaz and Ramos Alvarado (2007) consider that there are difficulties in assessing these negative results that may have repercussions on this type of results. Finally, the results show that job satisfaction and organizational climate are positively and significantly related (H3).

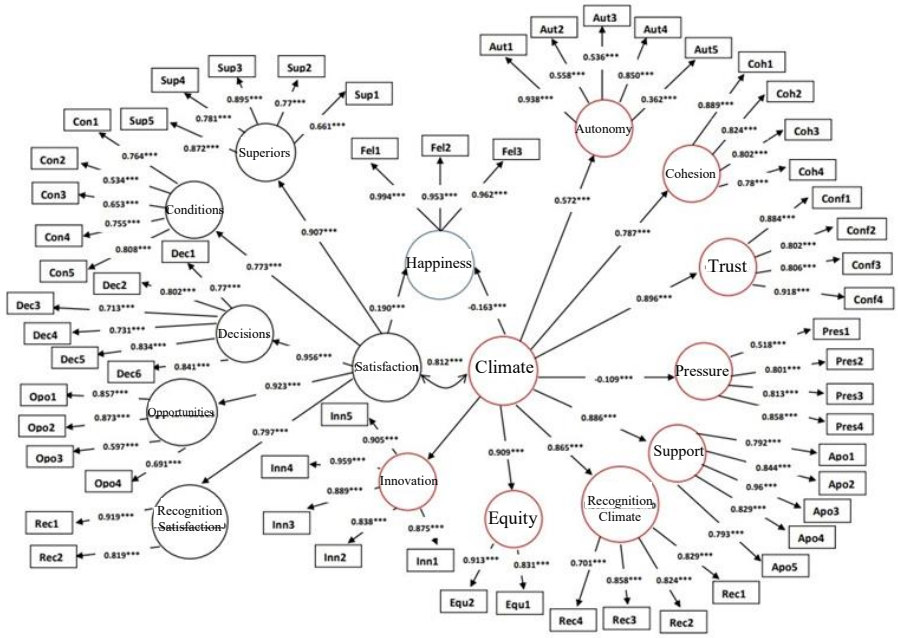

Figure 2. Structural Model: Complete relation of the components of job satisfaction and organizational climate with subjective happiness in the proposed structural model
Source: created by the authors

Conclusions and discussion

This study provides information about two variables related to human capital management in organizations, job climate and job satisfaction, and how these are related to subjective happiness in organizational management. To this end, at the beginning of this paper, it was proposed as an objective that the variables Job Climate and Job Satisfaction can explain happiness at work in a group of healthcare workers in Mexico.

The results show a close relation between organizational climate and job satisfaction, i.e., if the perceived level of organizational climate is high, the perceived level of job satisfaction is also high. This result corroborates similar conclusions in other studies that analyzed the relation between the same constructs (Bhutto & Laghari, 2012; Byrne et al., 2000; Smith & Shields, 2013). Studies carried out in Mexico on healthcare workers also coincide with the results of this study (Baltazar-Gómez et al., 2022; del Ángel-Salazar et al., 2020).

Similarly, positive and significant correlations were found between job satisfaction and subjective happiness. Javanmardnejad et al. (2021) and Pérez and Galdos (2019) have pointed out that job satisfaction and economic status can have an important effect on happiness in healthcare personnel. Regarding the organizational climate, the conclusions of this study contradict most studies in the literature that have demonstrated the positive effect of a good job climate on happiness at work (Díaz Pincheira & Carrasco Garcés, 2018; Ravina-Ripoll et al., 2021; Sanamthong & Prabyai, 2023). In this case no significant relations were found between both constructs. Some studies, such as those of Trinkner et al. (2016), have claimed that organizational climate does not have a significant direct effect on employee happiness. In this case, some variables may not be considered in this research that could cause a negative effect of job climate on happiness, such as social undermining or harassment at work (Shaheen et al., 2022). Wright and Cropanzano (2004) have also suggested that the relation between job climate and happiness in workers is not so clear, unlike the relation between job satisfaction and happiness. Furthermore, there are other factors outside the work environment, such as personal relationships and family life, that may have a more significant influence on a person's overall happiness.

Healthcare workers face a high workload and stress, which the COVID-19 pandemic has exacerbated. This situation can have a negative impact on workers' health and happiness, which can affect their job performance. Healthcare organizations must manage these elements to improve their workers' health and happiness. Happiness is an important resource that can improve health at work, as it helps workers feel more motivated, productive, and resilient. Modern human capital management should be sensitive to these issues, as new generations of workers value working in healthy and caring workplaces.

There are some research limitations that are important to point out for future studies. One is the cross-sectional design, where the data were obtained at a specific time, meaning that causal relations cannot be established over a long time. Moreover, it is important to point out that the number of people surveyed corresponds to a small number of individuals and to a specific sector of the population in the healthcare sector. Consequently, the results and conclusions cannot be extrapolated to the entire population.

It is suggested that a larger sample of diverse population sectors be considered for future research to obtain a broader research scope. On the other hand, in terms of methodology, it is suggested to study the moderating effect of several variables between organizational climate and organizational happiness.

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