REVISTA INVECOM
ISSN en línea: 2739-0063

Organizational climate and job performance in local public administration

Clima organizacional y desempeño laboral en la gestión pública local

Received: 18/05/2026 - **Accepted:** 30/07/2026

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Abstract

The objective of this study was to understand the dynamics of the relationship between organizational climate and job performance in local public administration. The research was conducted using the hypothetico-deductive method, with a non-experimental, correlational, and quantitative design. The population consisted of 75 employees who completed a questionnaire with a five-point Likert scale. Content validity was determined using Aiken's V coefficient, and reliability using Cronbach's alpha, with acceptable values obtained in both cases. For data analysis, Kendall's Tau-b coefficient was used, with a significance level of 0.05. The results showed a moderate and statistically significant positive correlation between organizational climate and job performance ($Tb = 0.592$; $p < 0.05$). Furthermore, dimensions such as structure, innovation, comfort, identity, motivation, and cooperation were identified as significant with job performance, while remuneration and decision-making did not show a significant relationship. It is concluded that organizational climate is a determining component for job performance in local governments, which highlights the need to strengthen organizational and psychosocial aspects to improve institutional efficiency.

Keywords: Organizational climate, job performance, public management.

Resumen

El objetivo de este estudio fue comprender la dinámica de la relación entre el clima organizacional con el desempeño laboral en la gestión pública local. La investigación se realizó mediante el método hipotético-deductivo, con un diseño no experimental, correlacional y cuantitativo. La población la conformaron 75 empleados, quienes completaron un cuestionario con una escala Likert de cinco puntos. La validez de contenido se determinó mediante el coeficiente V de Aiken y la confiabilidad mediante el alfa de Cronbach, obteniéndose valores aceptables en ambos casos. Para el análisis de datos, se empleó el coeficiente Tau-b de Kendall, con un nivel de significancia de 0,05. Los resultados mostraron una correlación positiva moderada y estadísticamente significativa entre el clima organizacional con el desempeño laboral (Tb = 0,592; p < 0,05). Además, dimensiones como la estructura, la innovación, la comodidad, la identidad, la motivación y la cooperación se identificaron como significativas con el rendimiento laboral, mientras que la remuneración y la toma de decisiones no mostraron una relación significativa. Se concluye que el clima organizacional es un componente determinante para el desempeño laboral en los gobiernos locales, lo que resalta la necesidad de fortalecer los aspectos organizacionales y psicosociales para mejorar la eficiencia institucional.

Palabras clave: Clima organizacional, desempeño laboral, gestión pública.

Introduction

A range of problems currently undermine the efficiency and productivity of both public and private institutions. Organizational climate (OC) and job performance (JP) have, in this light, become key considerations for local government management. Solis-Saavedra (2024) argues that organizational climate is crucial to fostering an adequate level of job satisfaction, while Tinoco (2023) similarly points to it as a fundamental element in any organization.

Research on OC and JP spans a wide range of settings, revealing patterns that shift from moderate levels to markedly negative or positive perceptions depending on the sector. Tinoco (2023), for instance, reports that institutional climate and job satisfaction both sit at moderate levels, at 62.50% and 60.00% respectively. Ortega et al. (2024), meanwhile, describe organizational climate at DIGEIM as inadequate, noting that more than half of public officials are affected in ways that undermine their job performance. Along similar lines, Medina and Heredia (2023) found, across 12 studies conducted in seven Latin American countries, that health professionals tend to perceive their work climate as inadequate, followed at a distance by an optimal rating. Dávila-Morán et al. (2023) likewise found that perceptions of work climate clustered mainly around a fair rating (42%), followed by poor (39%) and, to a lesser extent, good (19%). Acuña et al. (2023) similarly report that most staff (71.10%) perceive organizational climate as “moderate,” while 17.80% consider it “optimal” and 11.10% rate it as “very poor,” a perception closely tied to how teaching performance is evaluated, with 74.60% describing it as “acceptable,” 10.50% as “good,” and 14.90% as “poor.”

This research is justified on theoretical, evaluative, and academic grounds: it expands existing knowledge on organizational climate and job performance, puts theory to the test, brings attention to problems within a municipal government, and generates findings that can inform decision-making through rigorous, scientifically grounded methods. The study is further aligned with Sustainable Development Goal 16: Peace, Justice, and Strong Institutions.

In light of the foregoing, the study set out to answer the following research question: In what way does organizational climate relate to job performance in local public administration? Accordingly, the study's main objective was to understand the dynamics of the relationship between OC and JP in local public administration. The following hypothesis was also formulated: Ho: $T_b = 0$ (OC is not significantly related to JP in local public administration) and H_1: $T_b \neq 0$ (OC is significantly related to JP in local public administration).

A number of prior studies, both international and domestic, have examined the relationship between institutional climate and job performance, demonstrating its bearing on the achievement of institutional goals and on labor efficiency across public and private entities alike. The background literature presented below provides a theoretical framework for the study, enables comparison of results, and strengthens the analysis of the research problem.

Gualli (2021) found a moderate positive relationship between OC and JP among public officials ($r = 0.468$; $p = 0.000$), pointing to a sound institutional climate grounded in communication and motivation, through a quantitative, non-experimental, descriptive-correlational study that relied on a survey and questionnaire.

Bermejo (2020) showed a moderate positive relationship between OC and JP ($r = 0.698$; $p = 0.000$), identifying motivation as a key factor ($r = 0.850$) despite notable limitations in teamwork and equity, through a non-experimental, descriptive-correlational study.

Cortez (2018), working in an Ecuadorian municipality, found a significant relationship between OC and JP ($\chi^2 = 17.2187$; $\alpha = 0.05$), identifying resource shortages, low trust, workplace conflict, and the negative effects of routine, through an exploratory, descriptive-correlational study with a mixed-methods approach.

Cárdenas (2020) found a direct, significant relationship between OC and JP in a municipal government in Lima ($r = 0.447$; $p < 0.05$), identifying shortcomings in leadership, motivation, compensation, and incentives, through a quantitative, correlational, non-experimental study.

Riquelme (2022) demonstrated a significant positive relationship between organizational innovation and job performance at a transportation company in Arequipa ($\chi^2 = 73.252$; $p = 0.000$; Cramér's V = 0.887), through a basic, non-experimental, descriptive-correlational study using a survey and questionnaire.

Ruiz (2021) found a strong positive relationship between OC and JP in a municipal government in San Martín ($\rho = 0.867$; $p < 0.05$), identifying low levels of both climate and performance alongside a moderate relationship between reward and performance, through a basic, non-experimental, descriptive-correlational study.

Livias (2019) identified a moderate, direct, positive relationship between OC and JP in a municipal government in Áncash ($\rho = 0.616$; $p < 0.05$), highlighting decisional autonomy and high perceived levels of both climate and performance, through a quantitative, descriptive-correlational study using reliable instruments.

Díaz (2009) found a strong positive relationship between OC and JP in a municipal government in Jaén ($\rho = 0.772$; $p = 0.000$), identifying low levels of climate and performance alike, through a quantitative, non-experimental, correlational study using a survey and questionnaire.

Vigo (2021) found a strong positive relationship between OC and performance management in a municipal government in Cajamarca ($r = 0.704$; $p = 0.000$), highlighting the moderate influence of leadership and an adequate institutional climate, through a quantitative correlational study using a survey and questionnaire.

Barboza (2022) revealed a direct, positive relationship between OC and JP in a municipal government in Chota ($\rho = 0.743$; $p < 0.05$), identifying unfavorable perceptions of both culture and performance, through a non-experimental, correlational study involving a survey, questionnaire, and SPSS analysis.

Arévalo (2021) found a strong, significant positive relationship between OC and JP in the municipal government of Cutervo ($\rho = 0.838$; $p = 0.000$), with fair-to-low perceptions of both climate and performance predominating, through a non-experimental study using the hypothetico-deductive method and a questionnaire.

Fernández and Ramírez (2021) demonstrated a strong, significant relationship between organizational climate and job performance in a municipal government in Chota ($\rho = 0.823$; $p = 0.000$),

highlighting the close relationship between structure and performance, through an applied, quantitative, non-experimental, correlational study.

The theoretical framework underpinning this research is presented next, bringing together the main conceptual approaches, theories, and definitions related to organizational climate and job performance. This section lays out the scientific foundations of the study, guides the formulation of the hypotheses, and supports the analysis and interpretation of the findings.

This study's theoretical framework draws on the Theory X and Theory Y of McGregor (1960), the hierarchy of needs of Maslow (1987), and the organizational climate theories of Likert (1965) and Litwin and Stringer (1968). Together, these theories explain how leadership, motivation, need fulfillment, and the characteristics of the work environment shape employees' behavior, performance, and perceptions. They also underscore the importance of trust, participation, rewards, organizational structure, and institutional identity in building a positive organizational climate and improving job performance.

Organizational climate is defined as the work environment that emerges from the interaction among an organization's members, closely tied to motivation, interpersonal relationships, and leadership, and bearing directly on performance, productivity, and institutional costs (Chiavenato, 2011; Bordas, 2016; Serrano & Portalanza, 2014).

Job performance, for its part, rests on equity theory, two-factor theory, and needs theory. Equity theory holds that motivation and performance hinge on the fairness employees perceive between effort and reward (Stoner et al., 1996). Two-factor theory explains that performance is shaped by hygiene and motivational factors tied to the work environment and job satisfaction (Herzberg, as cited in Hernández, 2011). McClelland's needs theory, finally, holds that achievement, power, and affiliation condition employees' behavior and performance.

Job performance is defined as the set of attitudes, behaviors, skills, and knowledge an employee displays in carrying out their duties, shaped by individual, organizational, and social factors. It also reflects the interplay between effort, ability, satisfaction, workplace needs, and environmental conditions, ultimately determining productivity and efficiency in meeting assigned responsibilities (Chiavenato, 2011; Pedraza et al., 2010; Mondy & Mondy, 2010; García, 2010; Donawa, 2019; Alles, 2015).

Methodology

The study was carried out using the hypothetico-deductive method, starting from pre-established theoretical assumptions about the relationship between OC and JP. These assumptions were formulated as hypotheses and tested empirically through the statistical analysis of the data collected. This method made it possible to explain the phenomenon under study through logical deduction and to verify the relationships between the variables (Bernal, 2010).

A non-experimental design was warranted because the study's variables were not deliberately manipulated but instead observed as they naturally occur. The researchers confined themselves to measuring OC and JP at a single point in time, without intervening in institutional dynamics or altering employees' working conditions (Hernández-Sampieri & Mendoza, 2018).

The study adopted a correlational scope, since its purpose was to gauge the degree of relationship between the variables rather than to establish causality. This approach made it possible to identify significant associations between Variable 1 and Variable 2 within the organization (Hernández-Sampieri & Mendoza, 2018).

A quantitative approach was applied, using structured instruments for data collection. These instruments were subsequently subjected to measurement, quantification, and statistical analysis, ensuring the objectivity and precision of the results.

The population consisted of 75 employees of a local government, covered under the labor regimes established by Legislative Decrees No. 728, 276, and 1057.

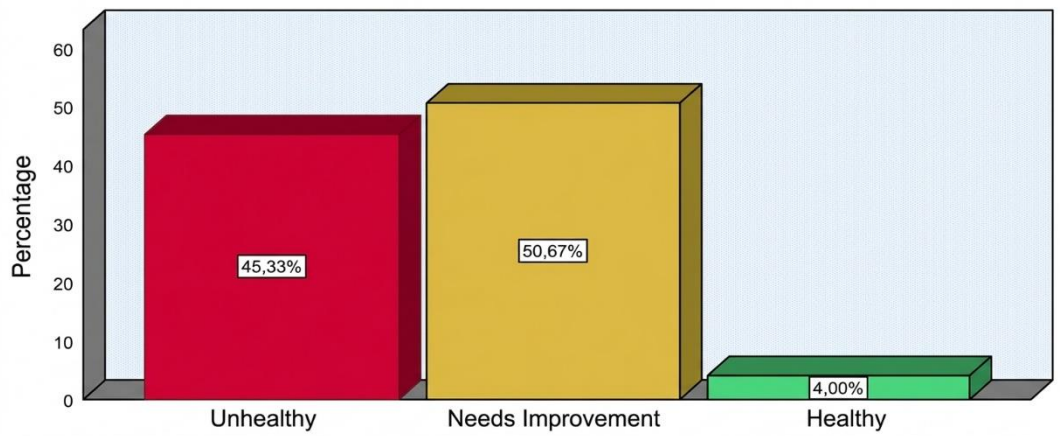
Data were collected through a survey built on a five-point Likert scale, allowing for the quantitative measurement of employees' perceptions. Content validity was established using Aiken's V coefficient, yielding adequate values for OC (0.830) and JP (0.826). Reliability was determined through Cronbach's alpha, with coefficients of 0.817 and 0.843 confirming internal consistency. Statistical analysis relied on Kendall's Tau-b coefficient, with a significance level of 0.05 used as the criterion for hypothesis testing.

Data collection proceeded with institutional authorization through questionnaires and was processed using SPSS statistical software, version 26. Descriptive tables and charts were used, and hypothesis testing was carried out through Kendall's Tau-b test ($\alpha = 0.05$). The study adhered to the ethical principles of confidentiality, dignity, and beneficence, ensuring scientific rigor through the credibility, reliability, and applicability of its results.

Results

This section presents the study's findings, drawn from the statistical analysis of the data collected through the instrument administered. These results make it possible to describe how the study variables behave and to gauge the degree of relationship between organizational climate and job performance within the entity examined.

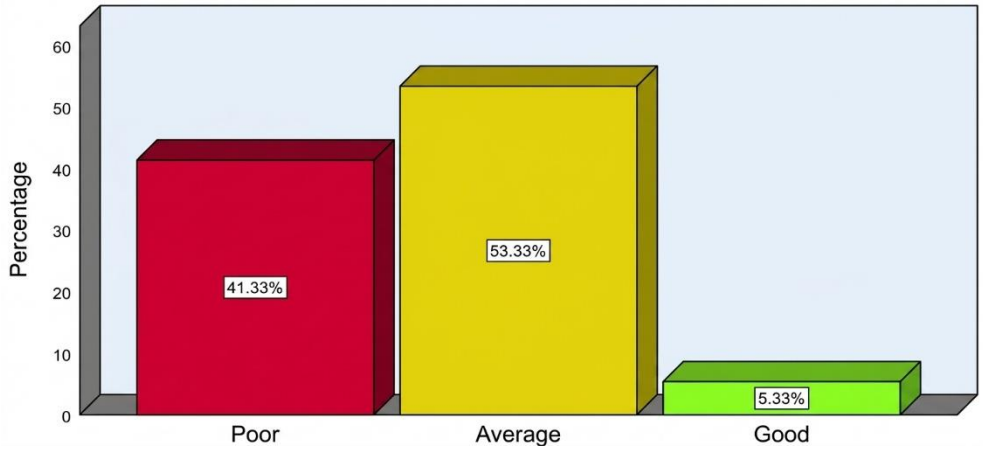
Figure 1. *Percentage distribution of organizational climate in a municipal government.*



Note. The table presents the three levels of organizational climate and the corresponding percentage of employees at each level.

Figure 1 shows that 50.67% of employees regard organizational climate as needing improvement, 45.33% describe it as unhealthy, and only 4% consider it healthy. These findings point to a predominantly unfavorable perception of organizational climate, suggesting weaknesses in the institution's internal management. Strategies are therefore needed to strengthen the work climate and improve the conditions that bear on employee performance.

Figure 2. *Percentage distribution of job performance levels in a municipal government.*



Note. The table presents the three levels of job performance and the corresponding percentage of employees at each level.

Figure 2 shows that 53.33% of employees rate their JP as average, 41.33% consider it poor, and only 5.33% perceive it as good. This indicates that more than half of employees regard their job performance as merely average, pointing to weaknesses in efficiency, productivity, or job satisfaction. The high proportion rating performance as poor, moreover, points to a troubling situation for institutional management and underscores the need for strategies aimed at improving staff performance. The small share who consider their performance good, by contrast, suggests that few employees perceive optimal working conditions within the municipal government.

Table 1. *Correlation between organizational climate dimensions and job performance in a local government.*

Variable / OC Dimension	Kendall's Tau-b (Tb)	Significance (p)	Interpretation of the Relationship
Communication	0.265*	0.017	Weak, positive, and significant
Conflict and cooperation	0.399**	0.000	Moderate, positive, and significant
Comfort	0.459**	0.000	Moderate, positive, and significant
Structure	0.693**	0.000	Strong, positive, and significant
Identity	0.406**	0.000	Moderate, positive, and significant
Innovation	0.559**	0.000	Moderate, positive, and significant
Leadership	0.322**	0.003	Weak, positive, and significant
Motivation	0.384**	0.001	Moderate, positive, and significant
Reward	0.233*	0.037	Weak, positive, and significant
Compensation	0.197	0.073	Not significant
Decision-making	-0.072	0.524	Not significant

Note. The table shows the correlation and significance between dimensions of Variable 1 and Variable 2, based on a total population of 75 employees.

Table 1 presents the relationship between the OC and JP dimensions in a local government, using Kendall's Tau-b coefficient, based on a population of 75 employees.

The results show that most OC dimensions display positive, statistically significant correlations with job performance. The structure dimension stands out with a strong positive correlation (Tb = 0.693; p = 0.000), indicating that an organization with clear rules, well-defined roles, and established procedures is significantly associated with better job performance.

The dimensions of innovation (Tb = 0.559; p = 0.000), comfort (Tb = 0.459; p = 0.000), identity (Tb = 0.406; p = 0.000), conflict and cooperation (Tb = 0.399; p = 0.000), and motivation (Tb = 0.384; p = 0.001) likewise show moderate positive relationships, suggesting that a work environment that fosters creativity, well-being, a sense of belonging, collaborative work, and motivation contributes significantly to job performance.

The dimensions of communication (Tb = 0.265; p = 0.017), leadership (Tb = 0.322; p = 0.003), and reward (Tb = 0.233; p = 0.037), on the other hand, show weak but significant positive correlations, indicating that, while they are related to job performance, their impact is more modest than that of other structural and motivational dimensions.

The dimensions of compensation (Tb = 0.197; p = 0.073) and decision-making (Tb = -0.072; p = 0.524), by contrast, show no statistically significant relationship with job performance. This suggests that, within the local government examined, salary levels and involvement in decision-making are not decisive factors in performance, possibly owing to the regulatory and administrative rigidity inherent to the public sector.

Taken together, these findings confirm that organizational climate, particularly its structural, relational, and motivational components, has a significant bearing on job performance, reaffirming the need to strengthen these aspects in order to improve efficiency and effectiveness in local public administration.

Table 2. *Correlation between organizational climate and job performance in a municipal government.*

			Organizational climate	**Job performance**
Kendall's Tau-b	Organizational climate	Correlation coefficient	1.000	0.592**
		Sig. (two-tailed)	.	0.000
		N	75	75
	Job performance	Correlation coefficient	0.592**	1.000
		Sig. (two-tailed)	0.000	.
		N	75	75

Note. Tb = Kendall's Tau-b; N = study population size (75 employees); Sig. (two-tailed) = statistical significance level (p value).

Table 2 shows the degree of relationship between organizational climate and job performance in a municipal government, specifically, the District Municipality of Lajas, according to Kendall's Tau-b coefficient, based on the full study population of 75 employees.

The results show a moderate positive correlation between the two variables (Tb = 0.592), indicating that a favorable organizational climate, marked by sound interpersonal relationships, clear structures, and adequate working conditions, is significantly associated with better job performance. In practical terms, this

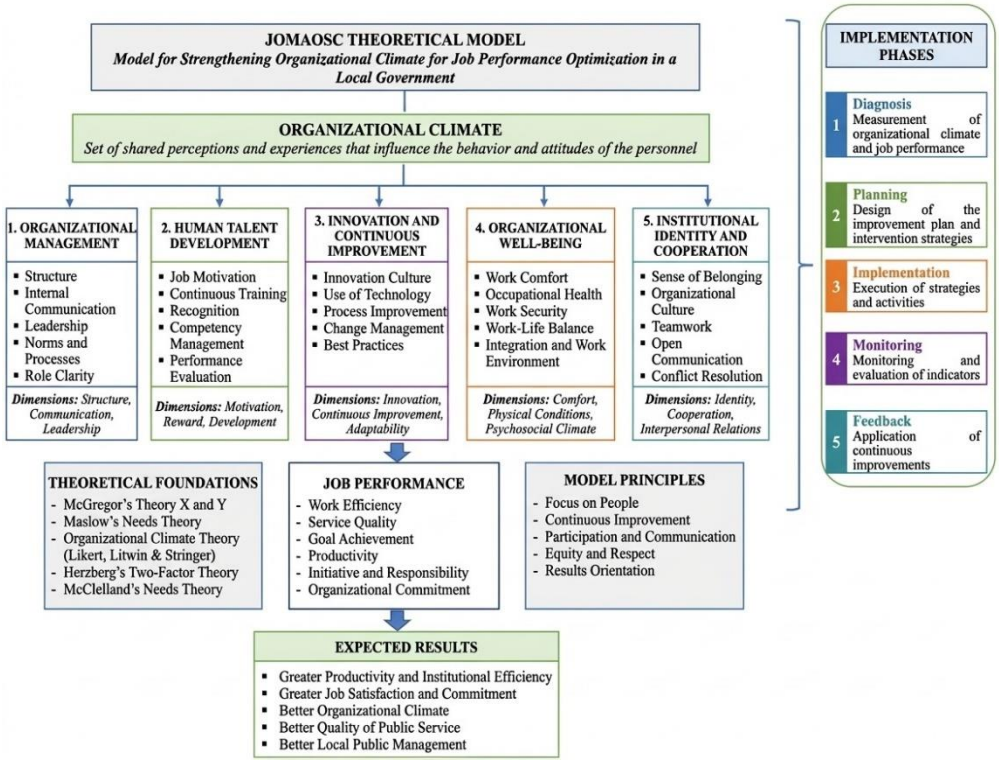
finding suggests that as the components of organizational climate are strengthened, employees' levels of efficiency, commitment, and job satisfaction tend to rise as well.

The bilateral significance value obtained (p = 0.000), moreover, falls below the established significance level (α = 0.05), which allows the null hypothesis (H0) to be rejected in favor of the alternative hypothesis (H_1). This confirms that the observed relationship is not attributable to chance but instead reflects a statistically significant relationship between organizational climate and job performance.

These results, accordingly, support the claim that OC is a determining factor in JP within the municipal government studied, underscoring the importance of fostering positive work environments as a strategy for improving productivity and achieving institutional goals.

Building on these results and on an understanding of the dynamics of the phenomenon under study, a conceptual model for strengthening OC was developed and interpreted with a view to improving JP in the local government examined. This conceptual model prioritizes the dimensions that showed statistically significant relationships with job performance, particularly structure, innovation, comfort, identity, conflict and cooperation, motivation, leadership, communication, and reward, among others. The model offers a guide for institutional management and should be validated through future experimental or longitudinal research.

Figure 3. M*odel: JOMAOSC theoretical framework for strengthening organizational climate and optimizing job performance in a local government.*



Note. Figure 3 describes the elements, theoretical foundations, principles, implementation phases, and expected outcomes of organizational climate and job performance in a municipal government.

Regarding the study's general objective, determining the relationship between organizational climate and job performance in a local government, the results obtained point to a direct, statistically significant relationship between the two variables. This finding shows that, as employees perceive a more favorable organizational climate, marked by adequate communication, effective leadership, motivation, and

appropriate working conditions, their job performance tends to improve, which in turn translates into greater commitment, efficiency, and fulfillment of institutional duties.

These results are consistent with a range of empirical studies, both international and domestic. Gualli (2021) identified a moderate positive relationship between organizational climate and job performance among public servants ($r = 0.468$; $p = 0.000$), pointing to communication and motivation as key factors. Bermejo (2020) similarly found a moderate positive relationship ($r = 0.698$; $p = 0.000$), identifying motivation as the leading determinant of job performance. Ruiz (2021), Livias (2019), and Díaz (2009) likewise demonstrated significant positive relationships, with coefficients ranging from moderate to strong, confirming that an inadequate organizational climate tends to go hand in hand with lower levels of performance. At the municipal level, studies such as those by Cárdenas (2020), Vigo (2021), Barboza (2022), Arévalo (2021), and Fernández and Ramírez (2021) reinforce these findings, showing that dimensions such as leadership, structure, innovation, and organizational culture have a direct, significant bearing on staff performance.

From a theoretical standpoint, these results can be explained through the Theory X and Theory Y of McGregor (1960), which argue that a work environment grounded in trust, participation, and motivation fosters employee commitment and performance. The hierarchy of needs of Maslow (1987) similarly holds that once basic, social, and esteem needs are met in the workplace, employees reach higher levels of performance. The organizational climate theories of Likert (1965) and Litwin and Stringer (1968) likewise emphasize that variables such as leadership, communication, rewards, and organizational structure shape the work climate and directly influence employee behavior and productivity.

According to Chiavenato (2011), Bordas (2016), and Serrano and Portalanza (2014), a favorable organizational climate lowers costs, improves productivity, and strengthens job performance. Job performance, understood as the set of attitudes, skills, and behaviors an employee displays, is shaped by perceived equity (Stoner et al., 1996), motivational and hygiene factors (Herzberg, as cited in Hernández, 2011), and the needs for achievement, affiliation, and power (McClelland), all of which lend theoretical support to the results derived from this research.

Conclusions

Organizational climate is a strategic element that directly shapes employees' behavior and performance, since it encompasses the conditions and characteristics of the work environment as they perceive it. In the local government examined, a positive, statistically significant relationship was found between OC and JP, demonstrating that a favorable work environment contributes to better staff performance.

As for the internal dimensions of organizational climate (communication, conflict and cooperation, comfort, organizational structure, institutional identity, and innovation), all show positive, significant relationships with job performance. These findings demonstrate that effective communication, sound conflict management, appropriate working conditions, clear rules, a sense of belonging, and openness to innovation strengthen employee commitment and efficiency.

Leadership, motivation, and reward, in turn, also show a positive, significant influence on job performance, underscoring the importance of human talent management in the public sector. Compensation and decision-making, however, show no statistically significant relationship with performance, suggesting that job performance in local governments depends more on organizational and psychosocial factors than on economic incentives or the degree of employee involvement in decision-making alone.

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