

Job satisfaction in the performance of personnel in a Peruvian Ministry

Blanca Doris Santiago Braul¹, Martín Paucara Rojas², Manuel Yuri Apaza Valencia³, Javier Fernando Mendoza Quispe⁴, Mirian Maria Rojas Gordillo⁵

Abstract

The objective of the research is to determine the influence of job satisfaction on the performance of personnel in a Peruvian Ministry, where the design is non-experimental, basic type, the scope is explanatory, with a cross-sectional, quantitative approach. The sample consists of 304 workers, the technique is the survey and the instrument is the questionnaire. It was found that 58.6% consider their job satisfaction to be fair, where the most important dimension is "Job challenge" and the one to be improved is "Reward for effort"; and 81.3% consider their job performance to be adequate, where the most important dimension is "Labor relations" and the one to be improved is "Teamwork". It was concluded that job satisfaction influences staff performance, given the chi-square = 118.477 ($p = 0.000$) and Nagelkerke's $R^2 = 0.490$; similarly, there is an influence in each of the dimensions of the independent variable (Challenging work, working conditions, institutional support and reward for effort) on the dependent variable.

Keywords: Job satisfaction, staff performance, working conditions, relationships, teamwork.

INTRODUCTION

At the international level, Almachi (2012) highlights that managing human talent in public organizations encompasses several stages that begin with planning the personnel requirements needed by the entity, how to recruit and select personnel, how to train and strengthen capacities, and how to evaluate their performance to promote better use of state resources. This is complemented by Ponce (2001), who points out that human capital is what matters most in an organization since they are the success factors for achieving the goals and objectives prioritized in institutional plans.

Aguilar (2012) states that to manage the value of human talent, it is necessary to constantly evaluate the competencies and skills of the personnel, to provide feedback leading to the improvement of the public service to the citizens; since they have become

¹ Magíster en Finanzas, Universidad Nacional Mayor de San Marcos, blanca.santiago@unmsm.edu.com, <https://orcid.org/0009-0000-2415-9620>

² Doctor en Administración, Universidad Nacional Jorge Basadre Grohmann, mpaucarar@unjbg.edu.pe, <https://orcid.org/0000-0002-5169-102X>

³ Magíster en Contabilidad y Administración, Universidad Privada de Tacna, manapaza@virtual.upt.pe, <https://orcid.org/0000-0003-4343-5197>

⁴ Magíster en Administración y Dirección de Empresas, Universidad Nacional Jorge Basadre Grohmann, jmendozaq@unjbg.edu.pe, <https://orcid.org/0000-0001-9179-8297>

⁵ Magíster en Ciencias con mención en Ingeniería Ambiental, Instituto de Educación Superior Pedagógico Público Puno, mrojas@pedagogicopuno.edu.pe, <https://orcid.org/0000-0002-4071-146X>

strategic partners since they participate with contributions and suggestions to the management, which generates that the entity provides an increasingly competitive service according to the demands of the population. Bravo and Correa (2012) highlight the relevance of the work of the official in charge of administrative management, who is in charge of selecting the personnel for each of the jobs in the public entity and implementing a plan to train them, to subsequently follow up on the fulfillment of the tasks entrusted, which allows implementing an objective evaluation of their performance in the exercise of the civil service, to subsequently provide the respective feedback.

In this regard, Ledezma (2012) states that not all public organizations implement strategies to improve job performance, either due to lack of resources or lack of support from senior management, which means that a significant improvement in the quality of service to citizens is not achieved. In addition, some factors make the performance of public servants not optimal, one of them being job satisfaction, since sometimes the entity does not provide all the technological conditions, infrastructure, equipment, etc., that allow the worker to perform efficiently in his or her job.

At the national level, the National Civil Service Authority - SERVIR (2014) issued a directive that allows State organizations to implement a model to manage the performance of personnel, which allows for improving the work performance level of public workers, for which it is required to previously identify the different capacity building needs. The same was started in 05 public entities, implementing its various stages: Planning, the establishment of goals and commitments, follow-up, evaluation, and feedback; but at present, this model has not been implemented in most public entities, due to various budgetary factors, commitment of managers, frequent rotation of public officials, etc., thus generating that the improvement of civil service focused on the citizen is not prioritized.

Specifically, reviewing the management documents and interviewing some public servants of a Peruvian Ministry, it is noted that the job satisfaction of the personnel is not optimal, because the basic conditions are not provided to efficiently fulfill the tasks entrusted, such as prioritizing the training of personnel in subjects related to their functions and the administrative systems of the State, the improvement of technology to speed up the administrative processes, facilities to facilitate the work, etc. This seems to be affecting the quality of the work performance of the personnel, affecting the service to the citizens; This seems to be affecting the quality of the work performance of the personnel, affecting the service to the public.

The general objective is to determine the influence of job satisfaction on staff performance in a Peruvian Ministry. The specific objectives are to analyze the influence of challenging work, working conditions, institutional support, and effort retribution on staff performance.

Regarding the theoretical basis of the variable "Job satisfaction", the definitions of Jiménez (2012) are described, who argues that it is a set of attitudes assumed by the worker, as a result of a set of factors evidenced within the entity, such as the work atmosphere, working conditions and equipment, relationships with co-workers, recognition of the effort to achieve the tasks assigned, among others; and that of Robbins (2009) who also argues that it is an attitude assumed by the worker concerning the entity that provides the opportunity to work, which is based on a set of values and beliefs developed when forming an organization.

Davis & Newstrom (2003) point out a set of aspects that the managers of an organization should consider to encourage the staff to feel satisfied to be part of an entity:

- Working conditions; refer to the work area, which must have the equipment, technology, furniture, etc., that allow the personnel to comply with the requirements of the entity's directors, and which are outlined in the operating plan.

- Supervision; this implies monitoring the progress of each employee concerning the program, which allows providing the necessary feedback to implement the necessary adjustments to perform better within the entity.
- Interrelation with everyone; implies that conditions must be created to create an adequate work environment that facilitates the creation of work teams and constant communication between work areas.
- Functional requirement of the position; implies that the personnel must be located in the job positions, following their professional training, work experience, etc., which allows them to efficiently perform the tasks assigned to them.
- Occupational safety; implies that in the workplace there are conditions that contribute to minimizing the risk of an accident at work, therefore, it must be possible to work without the risk of getting sick, getting hurt, etc.
- Personal growth; refers to the fact that the entity must have planned activities related to training or academic events, where personnel receive information that allows them to improve their performance in their jobs, in addition to generating opportunities for a career within the entity.
- Compensation; refers to the remuneration, payment, and/or recognition that the entity agrees to grant to the personnel for the efficient performance of their duties, which is expected to be above the market average, to recognize their effort and commitment to the entity.

Considering the above, and mainly the contributions of Robbins (2009) referred to the factors that affect the satisfaction that characterizes the staff of an organization, the following are the dimensions that have been considered for analysis, as follows:

- Challenging work: It implies that the functions proposed by the entity for each of its job positions should allow the professionals and/or technicians in charge of performing them to make use of their competencies, skills, and abilities acquired in their training and experience related to the responsibility assumed.
- Working conditions: This implies that the entity must provide logistical, equipment, technological, and infrastructure facilities, among others, so that the personnel can perform their work in a timely and efficient manner.
- Institutional support: This refers to the employee's perception that he/she has the managerial support to work freely, complying with regulations, directives, and internal work guidelines; therefore, his/her contribution and participation are important.
- Retribution for effort: This refers to the fact that the entity must timely comply with the consideration offered to each employee, in addition to recognizing the effort and outstanding work.

Regarding the theoretical bases of the variable "Personnel performance", the definitions of Chiavenato (2017) are detailed, who points out that it is a set of capabilities that allow a person to meet the requested goals, based on the established parameters; and that of Robbins (2009) who specifies that it is the development of a person in an organization, for which resources are assigned, which must be used in full to meet the expectations of the managers.

Klingner and Nabaldian (2002) carried out research, where a part of it describes some theories that explain the level of personnel performance:

- Theory of equity: It is assumed that the worker is characterized by analyzing the treatment provided by the employer, i.e. that he/she complies with the initial offer and the working conditions, to define his/her level of commitment to the entity on that basis. Thus, the better the perception of the treatment provided by the entity, the better the level of delivery and efficient fulfillment of the tasks entrusted. This is complemented by the

existence of a high level of impartiality in the managers, and fluid communication, among others. Equity is evidenced when the worker considers that his work effort is adequately rewarded, and is similar to other coworkers performing similar tasks.

- **Expectations theory:** It refers to the fact that the employee has a set of expectations before joining an organization, and as time goes by and he/she considers that these expectations are being met, this implies that he/she will feel satisfied to be part of the organization, and therefore his/her work performance level will be more adequate. Therefore, meeting the staff's expectations in terms of working conditions directly influences their performance.

- **Theory of goals:** Implies that the employer seeks to motivate the worker by specifying that the fulfillment of goals will imply receiving consideration in return; such goals must be challenging, in order to generate the motivation of achievement, which allows the worker to feel good about himself when he reaches the challenge, since he demonstrates to himself and others, his capabilities for the work entrusted, and as a result of this, he will receive the agreed upon retribution.

Organizations must comply with market demands, which require that there is a suitable job performance of its staff, in this regard, Koontz and Weihrich (2007) mentioned a set of strategies for managers to prioritize their resources for the generation of adequate working conditions:

- **Adequately reward the work effort that allows contributing to the timely and efficient achievement of goals,** for which the retributions granted by other companies to similar jobs must be considered; this must be informed to the worker from the moment he/she enters the entity so that it does not generate scenarios of demotivation due to lack of motivations.

- **Implement a capacity-building plan that will enable each employee to have better skills and abilities to efficiently perform the tasks assigned to them,** in addition to promoting the development of soft skills that will allow for better interaction among the members of the entity and with each of the clients and/or users.

- **Promote an institutional policy of frequent communication between managers and the personnel in charge,** which will allow gathering contributions and criticisms of management, which will serve as input for adopting better decisions on the part of the team responsible for complying with the plan.

- **Investing in obtaining better technology, better equipment, etc., that will allow the tasks to be carried out more quickly and efficiently,** with shorter processes, where the worker perceives that it is easier for him/her to do what he/she is in charge of.

Chiavenato (2007) has considered some criteria for implementing a self-assessment process of job performance, which are considered as dimensions:

- **Labor relations:** This refers to the interaction that exists between coworkers, which is expected to be harmonious, to contribute to the formation of work teams.

- **Teamwork:** It implies that there are common interests to be fulfilled, which would allow achieving the institutional objectives, for this it is necessary to group with other coworkers, to comply with what has been entrusted.

- **Labor merits:** It refers to the achievement of the tasks assigned, through the assigned resources, during the expected time, which allows contributing to the satisfaction of the expectations of the clients/users.

- **Personal growth:** Refers to the improvement of personal capabilities, which will allow you to meet your life expectations, and contribute to better job options.

MATERIAL AND METHODS

The quantitative approach was used for the research, being the basic type of explanatory level, the design was non-experimental since the variables were not altered (Hernández et al., 2014), the field data was obtained by cross-sectional cutting, the population is 1445 workers, and the sample is 304 that were randomly selected, for which the formula for finite populations was used, assuming a 5% error, 95% confidence and a proportion value of 50%.

The following tables detail the variables, dimensions, and indicators considered in the analysis:

Table 1 Operationalization of the variable “Job satisfaction”

VARIABLE	DIMENSION	INDICATOR	MEASURING SCALE
Independent variable: Job satisfaction	1. Challenging work	1.1 Assigned functions.	Ordinal Likert Scale 1= Completely disagree 2= Disagree 3= Sometimes 4= Agree 5= Completely agree
		1.2 Complexity of the work.	
		1.3 Freedom to act and propose	
		1.4 Job feedback.	
		1.5 Challenging tasks.	
	2. Working conditions	2.1 Equipment.	
		2.2 Listening to the worker.	
		2.3 Working comfort.	
		2.4 Working atmosphere.	
		2.5 Biosafety measures.	
	3. Institutional support	3.1 Support for others.	
		3.2 Teamwork.	
		3.3 Monitoring.	
		3.4 Willingness to support.	
		3.5 Listening.	
4. Reward for effort	4.1 Commensurate remuneration.		
	4.2 Promoting Meritocracy.		
	4.3 Recognition of effort.		
	4.4 Encouraging others.		
	4.5 Promoting Competitiveness.		

Note. Own elaboration

Table 2 Operationalization of the variable "Personnel performance".

VARIABLE	DIMENSION	INDICATOR	MEASURING SCALE
Dependent variable: Staff performance	1. Labor relations.	1.1 Timely completion of tasks.	Ordinal Likert Scale 1= Strongly disagree 2= Disagree 3= Sometimes 4= Agree 5= Strongly agree
		1.2 Efficiency.	
		1.3 Interaction with others.	
		1.4 Work environment.	
	2. Teamwork.	2.1 Collaboration.	
		2.2 Support for activities.	
		2.3 Cooperation among staff.	
	3. Labor merits.	2.2 Teamwork.	
		3.1 Concern for work details.	
		3.2 Presents initiatives.	
		3.3 Outstanding work.	
	4. Personal growth.	3.4 Meets citizens' expectations.	
		4.1 Constant training.	
		4.2 Empathetic behavior.	
		4.3 Personal development.	

Note. Own elaboration

The technique used was the survey, and the instrument was the questionnaire, which was: Questionnaire to analyze the level of job satisfaction and self-assessment questionnaire of job performance. They were validated through the criterion of Expert Judgment, then regarding reliability, a Pilot Test of 40 workers was considered, where the values of Cronbach's Alpha were: 0.948 for the variable "Job Satisfaction" and 0.924 for the variable "Staff Performance"; which implies that the instruments are very suitable to be used in the fieldwork.

With regard to the scale used to measure the variables, it is specified that the ordinal scale was used since the response options were based on the Likert scale with five options: Completely disagree (value 1), disagree (value 2), sometimes (value 3), agree (value 4)

and completely agree (value 5), which made it possible to draw up a Scale, where the width of the intervals was of similar amplitude.

RESULTS

The results of Table 3 are for the variable “Job satisfaction”, where 58.6% of the personnel consider their job satisfaction in the Ministry to be at a regular level, while 34.2% perceive it to be at an adequate level, and 7.2% consider it to be at an inadequate level.

Table 3 Variable “Job satisfaction”.

Level	Worker	Percentage
Inadequate	22	7.2
Regular	178	58.6
Adequate	104	34.2
Total	304	100.0

Note. Job Satisfaction” Questionnaire

Table 4 shows the comparative analysis between the dimensions of the variable “Job satisfaction”, where the most outstanding is “Job challenge” and what needs to be improved is “Reward for effort”.

Table 4 Variable “Job satisfaction” (per dimension)

Dimension		Worker	Percentage
Job challenge	Inadequate	14	4.6
	Regular	113	37.2
	Adequate	177	58.2
Working conditions	Inadequate	28	9.2
	Regular	142	46.7
	Adequate	134	44.1
Institutional support	Inadequate	20	6.6
	Regular	153	50.3
	Adequate	131	43.1
Reward for effort	Inadequate	92	30.3
	Regular	158	52.0
	Adequate	54	17.8

Note. Job Satisfaction Questionnaire

The results in Table 5 refer to the variable “Staff performance”, where 81.3% consider their performance in the Ministry to be adequate, 17.1% regular, and 1.6% inadequate.

Table 5 Variable “Personnel performance”.

Level	Worker	Percentage
Inadequate	5	1.6
Regular	52	17.1

Adequate	247	81.3
Total	304	100.0

Note. "Staff Performance" Questionnaire

The results in Table 6 present a comparative analysis between the dimensions of the variable "Personnel Performance", where the most outstanding are "Labor Relations" and what needs to be improved is "Teamwork".

Table 6 Variable "Personnel performance" (by dimension)

Dimension		Worker	Percentage
Labor relations	Inadequate	6	2.0
	Regular	67	22.0
	Adequate	231	76.0
Teamwork	Inadequate	5	1.6
	Regular	102	33.6
	Adequate	197	64.8
Work merits	Inadequate	7	2.3
	Regular	69	22.7
	Adequate	228	75.0
Personal growth	Inadequate	9	3.0
	Regular	76	25.0
	Adequate	219	72.0

Note. "Staff Performance" Questionnaire

Concerning the specific hypotheses, the following results are obtained:

a) The first is "Challenging work significantly influences the performance of Ministry personnel in Peru".

Table 7 presents the report that has a chi-square = 74.503 ($p = 0.000$), which implies that as "p" is less than 5% significance, challenging work tends to influence the performance of workers; there is also Nagelkerke's $R^2 = 0.330$, where 33.0% of the variations in performance are caused by challenging work; therefore, it is concluded that challenging work significantly influences the performance of staff.

Table 7 Contrast of first hypothesis

Model	Logarithm of the likelihood -2	Chi-square	gl	Sig.
Intersection only	93.627			
Final	19.124	74.503	2	0.000

Pseudo R^2

Cox & Snell	0.217
Nagelkerke	0.330

McFadden 0.228

Note. Both questionnaires

b) The second is “Working conditions have a significant influence on the performance of Ministry personnel in Peru”.

Table 8 presents the report that has a chi-square = 34.702 ($p = 0.000$), which implies that as “p” is less than 5% significance, working conditions tend to influence the performance of workers; there is also Nagelkerke's $R^2 = 0.164$, where 16.4% of the variations in performance are caused by working conditions; therefore, it is concluded that working conditions significantly influence the performance of personnel.

Table 8 Contrast of second hypothesis

Model				
Model	Logarithm of the likelihood -2	Chi-square	gl	Sig.
Intersection only	68.602			
Final	33.900	34.702	2	0.000

Pseudo R^2

Cox y Snell 0.108

Nagelkerke 0.164

McFadden 0.106

Note: Both questionnaires

c) The third is “Institutional support significantly influences the performance of a Ministry's personnel in Peru”.

Table 29 presents the report that has a chi-square = 29.539 ($p = 0.000$), which implies that as “p” is less than 5% significance, institutional support tends to influence the performance of workers; there is also Nagelkerke's $R^2 = 0.140$, where 14.0% of the variations in performance are caused by institutional support; therefore, it is concluded that institutional support significantly influences the performance of employees.

Table 9 Contrast of third hypothesis

Model				
Model	Logarithm of the likelihood -2	Chi-square	gl	Sig.
Intersection only	53.713			
Final	24.175	29.539	2	0.000

Pseudo R^2

Cox & Snell 0.093

Nagelkerke 0.140

McFadden 0.090

Note. Both questionnaires

d) The fourth is “Effort retribution has a significant influence on the performance of Ministry personnel in Peru”.

Table 10 shows the report that has a chi-square = 21.565 ($p = 0.000$), which implies that as “p” is less than 5% significance, effort compensation tends to influence the performance of workers; there is also Nagelkerke's $R^2 = 0.104$, where 10.4% of the variations in performance are caused by effort compensation; therefore, it is concluded that effort compensation significantly influences the performance of personnel.

Table 10 Contrast of the fourth hypothesis

Model				
Model	Logarithm of the likelihood -2	Chi-square	gl	Sig.
Intersection only	47.560			
Final	25.996	21.565	2	0.000
Pseudo R ²				
	Cox & Snell	0.068		
	Nagelkerke	0.104		
	McFadden	0.066		

Note. Both questionnaires

Regarding the contrast of the general hypothesis, the following is obtained:

The general one is “Job satisfaction significantly influences the performance of the personnel of a Peruvian Ministry”.

Table 11 presents the report that has a chi-square = 118.477 ($p = 0.000$), which implies that as “p” is less than 5% significance, job satisfaction tends to influence the performance of workers; there is also Nagelkerke's $R^2 = 0.490$, where 49.0% of the variations in performance are caused by job satisfaction; therefore, it is concluded that job satisfaction significantly influences the performance of personnel.

Table 11 Contrasting the general hypothesis

Model				
Model	Logarithm of the likelihood -2	Chi-square	gl	Sig.
Intersection only	137.173			
Final	18.696	118.477	2	0.000
Pseudo R ²				
	Cox & Snell	0.323		
	Nagelkerke	0.490		
	McFadden	0.362		

Note. Both questionnaires

Table 12 Contrast of the first

Model				
Model	Logarithm of the likelihood -2	Chi-square	gl	Sig.
Intersection only	93.627			
Final	19.124	74.503	2	0.000

Pseudo R ²	
Cox & Snell	0,217
Nagelkerke	0,330
McFadden	0,228

Note. Both questionnaires

DISCUSSION

The fieldwork carried out led to the conclusion that job satisfaction significantly influences the performance of the personnel of a Ministry in Peru, which implies that if the application of strategies for the improvement of personnel performance is prioritized, they should be focused on making the worker feel happy and satisfied to be part of the ministry.

These results are consistent with those obtained by Flores et al. (2022), who concluded that the level of staff satisfaction affects their level of performance within the organization, where the most relevant dimensions were social relations and personal development; since it was found that there is an influence of staff satisfaction for being part of the Ministry on their performance in the organization, the most important being the “Job challenge”.

There is also agreement with the work of Arboleda and Cardona (2018), who conclude that 52.2% of the personnel state that they feel very satisfied with the work performed, with the aspects to be improved being those related to bonuses and recognitions; since 58.6% consider their level of satisfaction with being part of the entity to be regular, where the focus for improvement is the “Reward for effort”.

Similarly, there is a coincidence with the work of Chiang and San Martín (2017), who conclude that there is a direct and significant relationship between job satisfaction and the performance of the personnel working in a public entity; since it was obtained that the personnel working in the Ministry specify that their performance is influenced by their level of satisfaction to continue being part of the entity.

There is also agreement with the work of Grandez and Saravia (2021), who conclude that 55% of the personnel working in a public entity perceive their satisfaction with being part of it to be regular, where the most outstanding aspect was the “Job challenge” and what should be prioritized for improvement is “Rewards”; given that, 58.6% of the personnel consider their job satisfaction to be regular, where the most outstanding aspect was the “Job challenge” and what should be improved is the “Reward for effort”.

It also agrees with the results of Tasayco (2017), who concludes that there is a positive and high relationship between organizational commitment and the level of job performance in a ministry; since it was found that staff satisfaction influences their performance in the public entity.

Finally, we disagree with Diez (2016), who concludes that 100% of the workers of the Public Ministry state that their performance level is regular and that there is no relationship between the use of ICTs and job performance; since 81.3% indicate that their performance in the ministry is adequate, and that there is an influence of job satisfaction on the performance of the personnel.

CONCLUSIONS

Job satisfaction significantly influences the performance of the personnel of a Ministry in Peru, given the chi-square = 118.477 ($p = 0.000$); 58.6% of the personnel consider their satisfaction with being part of the entity to be fair and 81.3% consider their performance within the institution to be adequate.

Challenging work has a significant influence on staff performance; the most outstanding aspect is that the staff considers that the activities and functions assigned contribute significantly to the achievement of the entity's objectives.

Working conditions have a significant influence on staff performance; the most important aspect being the existence of permanent communication among the entity's staff.

Institutional support significantly influences the performance of the personnel; the most important aspect being the existence of constant monitoring in the entity so that the functions are fulfilled promptly.

The retribution for effort has a significant influence on the performance of the personnel; the most important aspect to be improved is that the monthly remuneration is following the demands of the functions of the position.

References

- Aguilar, J. (2012). Prácticas de gestión del talento humano en empresas del Valle del Cauca. *Revista Internacional Administración & Finanzas*, 8 (3), 113 - 124.
- Almachi, X. (2012). Gestión por procesos de la dirección de recursos humanos en la secretaria nacional de transparencia de gestión. (Tesis de pregrado). Repositorio Universidad Central de Ecuador. Quito, Ecuador.
- Arboleda, G. y Cardona, J. (2018). Percepción de la satisfacción con la labor desempeñada y factores de motivación del personal de las instituciones prestadoras de servicios de salud (IPS) del valle de Aburrá, 2011; artículo de la Universidad Javeriana (Colombia); [https://revistas.javeriana.edu.co/files-articulos/RGPS/17-35%20\(2018-II\)/54557477015/](https://revistas.javeriana.edu.co/files-articulos/RGPS/17-35%20(2018-II)/54557477015/)
- Autoridad Nacional del Servicio Civil. (2014). Normas para la gestión del sistema administrativo de gestión de recursos humanos en las entidades públicas. Resolución de Presidencia Ejecutiva N° 238-2014-SERVIR-PE, Directiva N° 002-2014-SERVIR/GDSRH.
- Bravo, L. y Correa, G. (2012). Diseño e implementación del plan del subsistema de planificación del talento humano en la contraloría general del estado para el año 2012. (Tesis de pregrado). Universidad Politécnica Salesiana. Quito, Ecuador.
- Chiang, M. y San Martín, N. (2017). Análisis de la satisfacción y el desempeño laboral en los funcionarios de la Municipalidad de Talcahuano; artículo de revista *Ciencia & Trabajo*, Sep.-Dic.; 17 [54]: pág. 159-165 (Chile); <https://scielo.conicyt.cl/pdf/cyt/v17n54/art01.pdf>
- Chiavenato, I. (2007). *Administración de recursos humanos*. Colombia: Editorial Internacional Thomson, S.A.
- Chiavenato, I. (2017). *Administración de recursos humanos. El capital humano de las organizaciones*. México: Editorial McGraw-Hill.
- diezDavis, K. & Newstrom, J. (2003). *Comportamiento humano en el trabajo*. México: Editorial McGraw-Hill. 11° Ed.

- Diez, N. (2016). Uso de las TIC y el desempeño laboral de los trabajadores administrativos del Ministerio Público de Tarapoto del distrito fiscal de San Martín. Año 2016; tesis de maestría de la Universidad César Vallejo; <http://repositorio.ucv.edu.pe/handle/20.500.12692/958>
- Flores, J., Morán, Á., Gil, A. y Contreras, M. (2022). Evaluación de la satisfacción laboral y su incidencia en el desempeño percibido por los trabajadores de las empresas constructoras del Cantón Babahoyo; Revista Científica FIPCAEC; 7(3), pp. 278-306; <https://fipcaec.com/index.php/fipcaec/article/view/608>
- Grandez, L. y Saravia, J. (2021). La satisfacción laboral y el compromiso organizacional del personal del programa nacional de centros juveniles, 2019; Gobierno y Gestión Pública; 9(1), pp. 10-22; <https://revistagobiernoygestionpublica.usmp.edu.pe/index.php/RGGP/article/view/228>
- Hernández, R.; Fernández, C. y Baptista, P. (2014). Metodología de la investigación. México: Editorial McGraw-Hill Interamericana. 5° Edición.
- Jiménez, D. (2012). Administración de recursos humanos. Madrid: Editorial ESIC. 1° edición.
- Klingner, E. y Nalbandian, J. (2002). Administración del personal en el sector público. México, ELIAC.
- Koontz, H. y Weihrich, H. (2007). Administración, una perspectiva global. México: Editorial McGraw-Hill. XI Edición.
- Ledezma, S. (2012). Diagnóstico para la elaboración de un plan de capacitación que mejore el desempeño laboral del personal en el Gobierno Autónomo Descentralizado de la Provincia Bolívar. (Tesis de grado). Universidad Central del Ecuador. Quito, Ecuador.
- Ponce, P. (2001). La administración del talento humano como factor clave de éxito en la gestión empresarial. (Tesis de Maestría). Instituto de Altos Estudios Nacionales. Quito, Ecuador.
- Robbins, S. (2009). Comportamiento organizacional. Editorial Prentice Hall. México. X Edición.
- Tasayco, M. (2017). Compromiso organizacional y desempeño laboral del personal del Ministerio de la Mujer y Poblaciones Vulnerables Lima, 2016; tesis de maestría de la Universidad César Vallejo; <http://repositorio.ucv.edu.pe/handle/20.500.12692/9102>