

Optimizing Project: workplace well-being, quality of working life and organizational climate in public entities of Bogotá

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Abstract

The Administrative Department of District Civil Service (DASCD) in Bogotá manages human resources across 52 public entities. Since 2022, it has independently measured workplace well-being, work quality of working life, and organizational climate. This research aimed to develop a preliminary theoretical model explaining the relationships between work well-being, quality of work life, and organizational climate, in order to facilitate the design of policies and practices that improve the efficiency and agility of projects and human resources management within public entities in Bogotá. The research employs a mixed-methods approach. The qualitative aspect includes a review of the literature and open and axial coding, while the quantitative aspect involves a descriptive correlational analysis. The validation exercise demonstrated a strong positive correlation between the constructs of the research: well-being and quality of life ($r=0.92$), well-being and organizational climate ($r=0.93$), and organizational climate and quality of life ($r=0.94$). These findings confirm the relationships established in the theoretical framework.

Keywords: Project management; well-being; quality of work life; organizational climate; human resources management

Optimizando Proyectos: bienestar, calidad de vida laboral y clima organizacional en entidades públicas de Bogotá

Resumen

El Departamento Administrativo del Servicio Civil Distrital (DASCD) en Bogotá gestiona los recursos humanos de 52 entidades públicas. Desde 2022, realiza mediciones de Bienestar, calidad de vida laboral y clima organizacional de forma independiente. Esta investigación tuvo como objetivo construir un modelo teórico preliminar explicativo de las relaciones entre el bienestar laboral, la calidad de vida laboral y el clima organizacional, con el fin de facilitar el diseño de políticas y prácticas que mejoren la eficiencia y agilidad de los proyectos y la gestión de recursos humanos dentro de las entidades públicas de Bogotá. La investigación emplea un enfoque de método mixto. Lo cualitativo abarca una revisión de la literatura y codificación abierta y axial, mientras que lo cuantitativo implica un análisis correlacional descriptivo. El ejercicio de validación demostró una fuerte correlación positiva entre los constructos de la investigación: bienestar y calidad de vida ($r=0,92$), bienestar y clima organizacional ($r=0,93$), y clima organizacional y calidad de vida ($r=0,94$). Estos hallazgos confirman las relaciones establecidas en el marco teórico.

Palabras clave: gestión de proyectos; bienestar; calidad de vida laboral; clima organizacional, gestión de recursos humanos.

1 Introduction

In recent decades, the social environment has undergone significant transformations, and project management within

public entities faces challenges that necessitate innovative approaches to ensure efficiency and agility in project execution [1]. Within this context, the relationship between quality of life, organizational climate, and Well-being has

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emerged as a crucial area of research [2]. These factors directly influence job satisfaction and, ultimately, organizational performance [3].

1.1. Quality of work life (QWL)

Quality of work life (QWL) is a subjective concept that encompasses both formal and informal aspects of work [4], affecting the psychological development of individuals within their social environment [5]. This concept is related to the adaptability, creativity [6], and determination required to meet the organization's productive objectives [7]. Organizations that foster high levels of QWL positively influence employee satisfaction [8], enhancing their physical, psychological, and emotional health [9]. Additionally, companies that provide autonomy and creative workspaces [10], equipped with the resources necessary to meet job resources-demand and that strive for a balance between the organization, the job, and the employees [11], achieve greater economic benefits and social recognition [12-14]. Promoting improvements in QWL translates into the humanization of work [15].

1.2. Well-being

Well-being encompasses multiple dimensions [16], including the physical, emotional, and social well-being of employees [17] within their work social environment [18]. This construct is essential for the overall health of employees and their ability to perform effectively [19]. Currently, constant imbalances between Job Resources-Demand, conditions, and personal needs result in high levels of stress [20,16] and mental health problems [21,22], which significantly affect well-being and QWL [23], consequently impacting organizational outcomes [24]. This demonstrates that Well-being is closely related to organizational commitment [25] and productivity [26]. In response, organizations can focus on reducing sources of stress [27] and developing individual and collective skills and techniques to manage conflict effectively [28]. In practice, this can be achieved through personal and professional development programs [19,29].

1.3. Organizational climate

In this regard, organizational climate and Well-being are fundamental constructs that determine employees' perceptions of their work social environment [30] and their satisfaction with work life [31]. The literature consistently demonstrates that a positive organizational climate and a high level of Well-being are associated with improved job performance [32,33], lower employee turnover [21] [34] due to increased motivation and sense of belonging, and greater efficiency in project management [3,4]. Optimizing these factors becomes a strategic priority in organizations where bureaucracy and formal procedures can create a challenging social environment [35].

These findings highlight the necessity of developing

skills for creating healthy, positive, and productive social environments in any diverse professional setting [36]. Projects undertaken by public and private enterprises inherently require high degrees of adaptation, change management, flexibility, and agility [37].

For example, leadership, commitment, and empathetic, collaborative communication are essential for maintaining a positive and motivating social environment, which in turn influences Well-being and the emotional satisfaction of project teams [36]. Assertive and empathetic communication enables constructive conflict resolution, promoting a harmonious organizational climate and enhancing the sense of belonging and commitment to the project and the organization [38]. Additionally, competencies such as adaptability and time management help teams to address challenges efficiently, improving quality of work life and reducing stress [37].

In conclusion, work-life quality (QWL), workplace well-being, and organizational climate are closely related concepts, where QWL acts as an integrative hub for the objective conditions of work and the individual perceptions that determine employee satisfaction. Proper QWL involves not just improving physical environments but also including psychosocial dimensions like safety, personal development, and fairness. When these conditions align with employees' expectations and needs, it fosters workplace well-being, which positively impacts performance and organizational. Workers who feel their organization cares about their well-being and provides a safe and motivating environment usually experience a positive organizational climate, boosting cohesion, reducing absenteeism, and strengthening the sense of belonging [39].

In this sense, the organizational climate serves as a key indicator of QWL and workplace well-being, reflecting workers' perspectives on the quality of their work environment. According to Fernández Ríos (1999) [40], a favorable organizational climate is a direct result of high QWL, where the balance between business objectives and worker needs is essential. A positive climate enhances emotional well-being and reduces work stress, thus favoring the psychological health of workers and their performance.

2. Methodology

This research aims to develop a preliminary theoretical model of relationships between the constructs of workplace well-being, quality of working life, and organizational climate, adopting a mixed-method approach. The qualitative approach addressed literature review methods and open and axial coding, while the quantitative approach conducted a descriptive correlational analysis. The preliminary theoretical model used the qualitative approach, and the model validation used the quantitative approach. The unit of analysis consists of three district public entities coordinated by the District Administrative Department of Civil Service (DASCD) in the city of Bogotá.

The methodological sequence consisted of four stages: an initial literature review, followed by an open and axial coding

exercise to identify variables related to workplace well-being, quality of working life, and organizational climate. Based on identifying these variables, the preliminary model proposal was developed, concluding with a statistical validation stage of the preliminary model.

The literature review utilized Scopus and Google Scholar databases as sources of information. The search equations used were "Organizational climate", "Workplace well-being" and "quality of working life," which yielded 745,000 related articles. Time selection criteria were applied: 2019-2023; type of article: review, identifying 245 articles, which were reviewed by title and abstract, to finally identify 40 articles used in the analysis and coding stage.

From the 40 articles, an exercise of in-depth reading and categorization was carried out. In the first stage of inductive open coding, the concepts, properties, and dimensions of the research constructs of workplace well-being, quality of working life, and organizational climate were identified, and through axial coding, the variables of the constructs were compared, regrouped, and interpreted.

Next, the relationships between the constructs and their variables were analyzed based on a theoretical reflection. The process converges in developing the preliminary theoretical model, where the number of times each relationship is confirmed in the literature is established for each relationship.

Finally, quantitative correlational analysis is employed to empirically validate the preliminary model by applying measurement instruments of the constructs to three entities within the District. Bivariate correlations were conducted using Pearson's r coefficient to evaluate the degree of association between the research constructs and their associated variables. A significance level of $p < .05$ was employed in the statistical analyses, conducted using SPSS version 29.0.2.0. The findings will facilitate refinements to the preliminary model.

3. Results

3.1. Open and Axial coding

Open coding was conducted deductively, identifying two key criteria in the review of the articles. The first criterion sought to find the variables associated with each construct of the research: workplace well-being, quality of working life, and organizational climate. By the end of the exercise, 14, 16, and 13 associated variables were identified, respectively. The second criterion aimed to identify the number of times authors confirmed a relationship between variables and constructs, yielding an average of 156 identified and confirmed relationships by the authors to preliminarily identify the relevance and strength of the relationships between dimensions and constructs. Table 1 shows the results.

Through an axial coding exercise, the variables identified in the open coding stage were restructured and confirmed under each research construct. The grouping was determined based on the concepts and properties of each variable from the theory.

Table 1.
Identified Variables in the Open Coding Stage

| No | Variables | Constructs | | |
|-------|----------------------------|----------------------|-------------------------|------------------------|
| | | Workplace well-being | Quality of working life | Organizational Climate |
| 1 | Job development | 27 | 32 | 6 |
| 2 | Working conditions | 3 | 37 | 19 |
| 3 | Job satisfaction | 16 | 28 | 7 |
| 4 | Organizational culture | 5 | 10 | 27 |
| 5 | Motivation | 10 | 13 | 12 |
| 6 | Mental health | 15 | 8 | 5 |
| 7 | Physical work environment | 12 | 16 | |
| 8 | Social interaction | 6 | 9 | 8 |
| 9 | Workers' happiness | 16 | 4 | 1 |
| 10 | Self-development | 8 | 12 | |
| 11 | SST | 8 | 10 | |
| 12 | Organizational performance | 1 | | 13 |
| 13 | Individual perception | | | 12 |
| 14 | Organizational structure | 2 | 3 | 5 |
| 15 | Autonomy | | 5 | |
| 16 | Leadership | 1 | | 4 |
| 17 | Conflict-tolerant | | 1 | 2 |
| 18 | Physical health | | 3 | |
| 19 | Social support | | 2 | |
| Total | | 130 | 222 | 119 |

Source: Own elaboration. The data indicate the number of relationships confirmed by the authors, between the variables and constructs of the research.

For example, under the variable "Contractual Conditions" associated with the construct working well-being, those concepts and characteristics that denote working conditions were grouped: salary, job security, job stability, humanization of work, economic stability, worker protection, work hours. Finally, 9 variables associated with well-being, 6 for quality of work life, and 6 for organizational climate were identified.

A significant outcome to highlight from the axial coding exercise is the recognition of job satisfaction as an outcome variable, which cognitively measures workplace well-being and quality of working life, and in turn, directly impacts the organizational climate. This means that job satisfaction is a reference variable for measuring the presence of the research constructs within the entity under study. Table 2 shows the results of the axial coding.

Table 2.
Identified Variables in the Axial Coding Stage

| Construct | Variables |
|-------------------------|--|
| Workplace well-being | 9 Social Support, Contractual Conditions, Development, Personal Development, Social Environment, Leadership, Mental Health, SST, Decision-Making |
| Quality of Working Life | 6 Autonomy, Work-Life Balance, Motivation, Job Resources-Demand, Interpersonal Relationships |
| Organizational Climate | 6 Social Support, Communication, Administrative Management, Conflict Management, Motivation, Sense of Belonging |
| Job satisfaction | 1 Result variable |

Source: Own elaboration. Data presented in this table were compiled by the author.

Based on the open and axial categorizations and the number of citations of each relationship, the preliminary model of relationships between the constructs of workplace well-being, quality of working life, and organizational climate was built.

The construction of the model began by describing the fundamental relationships of the constructs: See Fig. 1 and Fig. 2.

The relationship between organizational climate and the constructs of workplace well-being and quality working of life is determined by the employee's level of satisfaction; If workplace well-being is reached, quality of work life is achieved, increasing employee satisfaction and this situation, in turn, allows for a positive organizational climate.

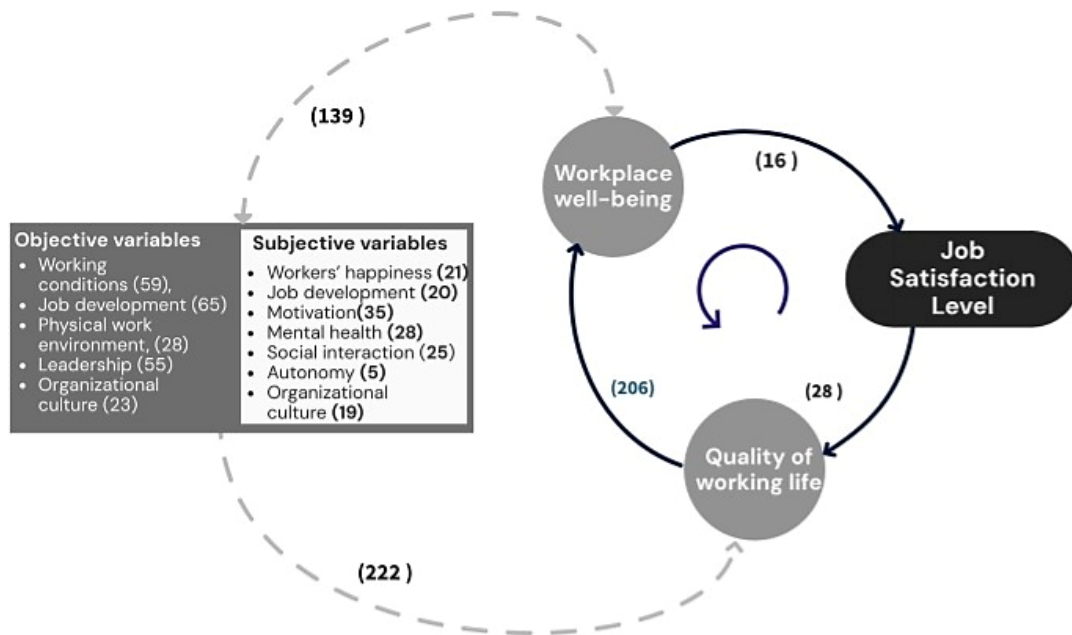


Figure 1 Workplace well-being and quality of working life relationship.

Source: Own elaboration. (#) shows the frequency with which the relationship is confirmed according to the authors

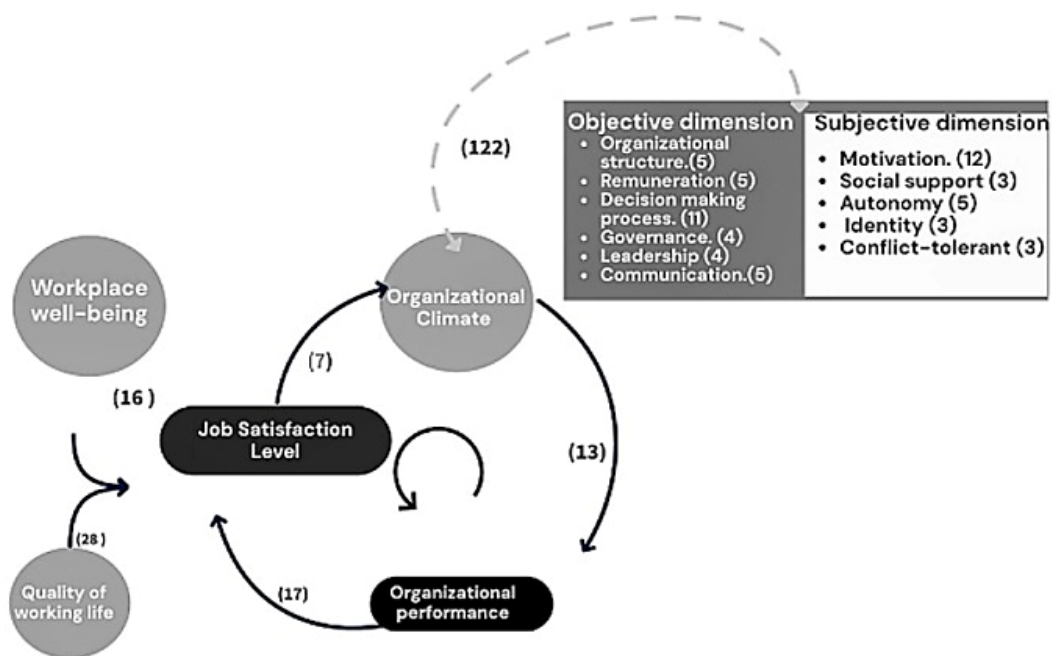


Figure 2 Workplace well-being, quality of working life and organizational climate relationship

Source: Own elaboration.

3.2. Preliminary model validation

The preliminary model was validated through a statistical correlation exercise. The population of the present study comprised approximately 2029 employees from three public entities in Bogotá. For data collection, questionnaires were distributed among employees working under contractual arrangements. See Table 3.

A comprehensive evaluation instrument was distributed within each organization to gauge perceptions regarding the variables linked to the research constructs. This instrument comprised 64 questions employing a 4-point Likert scale: Strongly Disagree (SD=3), Disagree (D=2), Agree (A=1), and Strongly Agree (SA=0). A score of 0, denoting a positive perception of the evaluated variable, was the desired outcome. The 64 questions were distributed as follows: 23

questions for Working Well-being, 15 questions for Quality of Working Life, 16 questions for Organizational Climate, and 6 questions for Satisfaction Level. The Likert scale results were utilized to compute the maximum evaluation percentage for each variable. For instance, if the

evaluation of autonomy was 7 out of a maximum value of 15 (corresponding to 5 questions), the percentage was calculated as $((7/15) * 100)$, resulting in 46.66%. These standardized values were subsequently employed for the correlation analysis. A scatter plot was employed in this study to validate whether the linearity assumption was satisfied. The findings substantiated that the linearity assumption was indeed met.

The correlation analysis sought to ascertain both the magnitude and direction of the relationships between the research constructs, thereby validating the preliminary relational model. The findings are displayed in the accompanying Table 4.

Table 3.
Description of the population and sample used in the correlation analysis

| Entitie | Population | Sample | % Sample |
|-----------|------------|--------|----------|
| Entitie 1 | 103 | 70 | 68% |
| Entitie 2 | 4342 | 1440 | 33% |
| Entitie 3 | 861 | 513 | 60% |

Source: Own elaboration. Data were collected from the (DASCD) of Bogotá and compiled by the author.

Table 4.
Pearson correlation analysis results

| Constructs | Pearson Correlation Coefficient (r) | High and positive relationship | Moderate and positive relationship | Low and positive relationship |
|--|-------------------------------------|---------------------------------------|------------------------------------|----------------------------------|
| Workplace Well-being - Satisfaction Level | r= 0,846 p = 0.01 | Social Support (r= 0,81) | Leadership (r= 0,77) | Contractual Conditions (r= 0,61) |
| | | Development (= 0,81) | Mental Health (r= 0,75) | Personal Development (r= 0,59) |
| | | SST (r= 0,83) | Decision-Making (r= 0,65) | Social Environment (r= 0,50) |
| Quality of Working Life- Satisfaction Level | r= 0,86 p = 0.01 | Interpersonal Relationships (r= 0,85) | Job Resources-Demand (r= 0,75) | Autonomy (r= 0,67) |
| | | | Motivation (r= 0,74) | Work-Life Balance (r= 0,61) |
| Organizational Climate Life-Satisfaction Level | r= 0,88 p = 0.01 | Social Support (r= 0,81) | Conflict Management (r= 0,76) | Management (r= 0,59) |
| | | | Sense of Belonging (r= 0,72) | Communication (r= 0,67) |
| | | | Motivation (r= 0,74) | |

Source: Own elaboration: Data presented in this table were collected from SPSS version 29.0.2.0 by the author

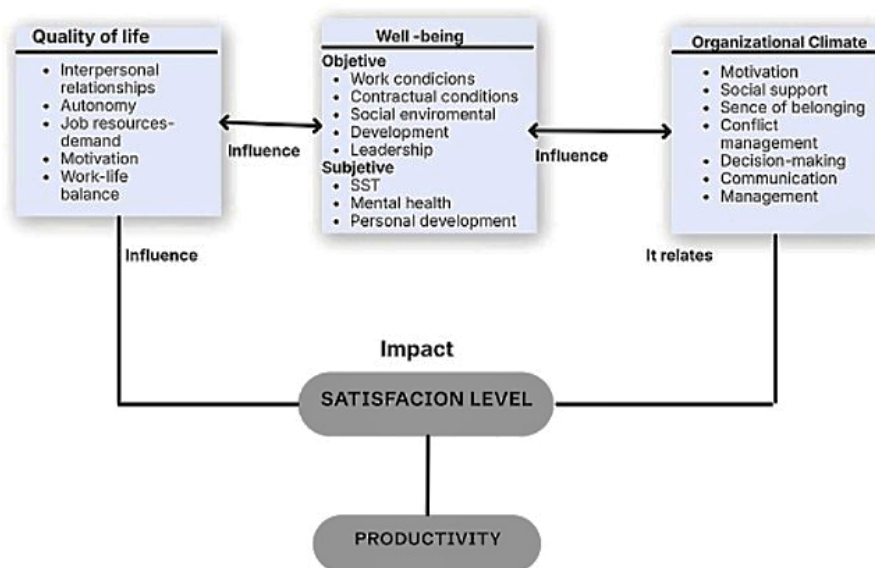


Figure 3. Final model
Source: Own elaboration

The theoretical model proposes several interrelationships between the constructs:

Quality of Working Life and Workplace Well-being:

The quality of work life significantly influences employees' well-being in both objective and subjective dimensions. For instance, high autonomy and a good work-life balance can enhance both working conditions and employees' mental health

Workplace Well-being and Organizational Climate:

Employees' well-being, influenced by working conditions and social support, is closely related to the organizational climate. A work environment that promotes health and safety, effective conflict management, and efficient communication can significantly improve employees' subjective well-being

Organizational Climate and Productivity: A positive organizational climate directly impacts productivity. Factors such as motivation, a sense of belonging, and effective administrative management facilitate an efficient and collaborative work environment, resulting in higher levels of satisfaction and productivity.

Satisfaction and Productivity: Job satisfaction acts as a mediator between organizational climate and productivity. Employees who are satisfied with their work environment and conditions are more likely to be productive and contribute positively to organizational goals

4. Conclusions

The theoretical construction of the model enabled the identification of the multidimensional nature of each research construct—workplace well-being, quality of working life, and organizational climate—as well as a strong positive relationship between them. However, the multidimensional nature of each construct complicates the precise definition of each dimension, as they are interpreted and associated with each construct differently depending on the perspectives of various authors. This research undertook a rigorous exercise in understanding, coding, and synthesizing dimensions to develop an easily implementable model in organizations.

The process of theoretical coding and validation identified 9, 15, and 16 key dimensions for workplace well-being, quality of work life, and organizational climate, respectively. Furthermore, a strong positive relationship was theoretically established between the constructs and their dimensions. The preliminary model was constructed based on the number of confirmatory citations of construct relationships and their dimensions found in the reviewed articles. In total, 250 citations of relationships between the three constructs were identified.

The validation exercise using correlation analysis demonstrated a strong positive correlation between the research constructs: well-being and quality of life ($r=0.92$), well-being and organizational climate ($r=0.93$), and organizational climate and quality of life ($r=0.94$). These findings confirm the relationships established in the theoretical framework.

In the theoretical exercise, the variable "Job satisfaction" was identified as a measure of workplace well-being and quality of working life, as well as an influential factor in the organizational climate. The validation exercise confirms this assertion: well-being and Job satisfaction ($r=0.846$), quality of life and Job satisfaction ($r=0.86$), and Job satisfaction and organizational climate ($r=0.88$).

The correlation results among the dimensions of each construct reveal four dimensions with a strong and positive relationship (r greater than 0.80): social support, job development, occupational health and safety (SST), and interpersonal relationships. Additionally, dimensions with a moderately high correlation coefficient (r greater than 0.70) include leadership, mental health, decision-making, job demands-resources, motivation, conflict management, and sense of belonging.

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Finally, the development and validation of the model resulting from the research have substantial practical implications for the formulation of policies, plans, strategies, and decision-making in the realm of human resource management and the cultivation of healthy and productive work environments. The success of any project relies heavily on the team's familiarity with factors such as workplace well-being, quality of work life, and an enabling organizational climate

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