

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. Committed to enhancing employee satisfaction and performance, the DASCD implements Well-being projects and improves organizational climate. Since 2022, the department has conducted assessments of Well-being, quality of work life, and organizational climate constructs. These assessments have identified key variables and the perceptions of 2.029 employees regarding each construct. However, the relationships between these constructs remain unclear. This study aimed to construct and validate a preliminary theoretical model delineating the relationships among **working well-being, quality of working life, and organizational climate**. The goal was to facilitate the design of policies and practices that enhance the efficiency and agility of projects and human resource management within Bogotá's public entities. The research employs a mixed-methods approach. The qualitative component encompasses a review of the literature and the use of open and axial coding methods, while the quantitative component involves a descriptive correlational analysis. The preliminary theoretical model was constructed using the qualitative approach, and its validation was undertaken through the quantitative approach. 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.

Keywords: Project management 1; Well-being 2; Quality of work life 3; Organizational climate 4

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

Resumen: El Departamento Administrativo del Servicio Civil Distrital (DASCD) de Bogotá gestiona el talento humano en 52 entidades públicas, implementa proyectos de bienestar laboral y mejora el clima laboral, desde el año 2022 ha realizado un ejercicio de diagnóstico/medición de los constructos de bienestar laboral, calidad de vida laboral y clima organizacional que ha permitido identificar las variables clave y la percepción de 2.023 funcionarios sobre cada uno de ellos, sin embargo, no se conocen la manera en que los constructos se relacionan entre sí, este estudio consistió en construir y validar un modelo teórico preliminar de relaciones entre los constructos de bienestar laboral, calidad de vida laboral y clima organizacional con el propósito de facilitar el diseño de políticas y prácticas para mejorar la eficiencia y agilidad de los proyectos y la gestión del talento humano en las entidades públicas de Bogotá. La investigación desarrolla un enfoque mixto. El enfoque cualitativo aborda la revisión de la literatura y métodos de codificación abiertos y axiales, y el enfoque cuantitativo realiza un análisis correlacional descriptivo. El modelo teórico preliminar se construyó desde el enfoque cualitativo y para validar el modelo se utilizó el enfoque cuantitativo. El ejercicio de validación utilizando análisis de correlación 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

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 (Leka & Jain, 2010). Within this context, the relationship between quality of life, organizational climate, and Well-being has emerged as a crucial area of research (Bustamante, Álvarez, Villalobos, & Lucero, 2020). These factors directly influence job satisfaction and, ultimately, organizational performance (Raziq & Maulabakhsh, 2015).

Quality of work life (QWL)

Quality of work life (QWL) is a subjective concept that encompasses both formal and informal aspects of work (Ayay, Vásquez, Ramirez-López, & Alvarado, 2021), affecting the psychological development of individuals within their social environment (Todolí, 2016). This concept is related to the adaptability, creativity (Jaramillo, Martínez, & Gamarra, 2020), and determination required to meet the organization's productive objectives (Chan & Wyatt, 2007). Organizations that foster high levels of QWL positively influence employee satisfaction (Ko M. C., 2019), enhancing their physical, psychological, and emotional health (Da Silva M., 2006). Additionally, companies that provide autonomy and creative workspaces (Castro, y otros, 2023), equipped with the resources necessary to meet job resources-demand and that strive for a balance between the organization, the job, and the employees (Ahmad, 2013), achieve greater economic benefits and social recognition (Lau, 2000) (Dhamija, Gupta, & Bag, 2019) (Da Silva, Pedroso, De Francisco, & Pilatt, 2008). Promoting improvements in QWL translates into the humanization of work (Zheng, Molineux, Mirshekary, & Scarparo, 2015).

Well-being:

Well-being encompasses multiple dimensions (Jiménez Sierra, Ortiz Padilla, Monsalve Perdomo, & Gómez García, 2020), including the physical, emotional, and social well-being of employees (Cascio & Aguinis, 2018) within their work social environment (Organización Mundial de la Salud, 2010). This construct is essential for the overall health of employees and their ability to perform effectively (Calderón Mafud, 2016). Currently, constant imbalances between Job Resources-Demand, conditions, and personal needs result in high levels of stress (Li, 2022) (Jiménez Sierra, Ortiz Padilla, Monsalve Perdomo, & Gómez García, 2020) and mental health problems (Bresó, 2008) (Dolan & Diez, 2005), which significantly affect well-being and QWL (Danna & Griffin, 1999), consequently impacting organizational outcomes (Farid, Izadi, & Alipour, 2015). This demonstrates that Well-being is closely related to organizational commitment (Ortiz-Campillo, Ortiz-Ospino, Coronell-Cuadrado, Hamburger-Madrid, & Acosta, 2019) and productivity (Alatalo, y otros, 2018). In response, organizations can focus on reducing sources of stress (Naghieh, Montgomery, Bonell, Thompson, & Aber, 2015) and developing individual and collective skills and techniques to manage conflict effectively (Pimenta, Duarte, & Simões, 2023). In practice, this can be achieved through personal and professional development programs (Calderón Mafud, 2016) (Segredo Pérez, 2013).

Organizational climate:

In this regard, organizational climate and Well-being are fundamental constructs that determine employees' perceptions of their work social environment (Esquivel Hernández, Martínez Prats, & Silva Hernández, 2020) and their satisfaction with work life (Noriega, Morales, Mejía-Trejo, & Salas, 2023). The literature consistently demonstrates that a positive organizational climate and a high level of Well-being are associated with improved job performance (Mejía Chavarría, 2019) (Hernández, Prats, & Hernández, 2020), lower employee turnover (Bresó, 2008) (Vui-Yee, 2020) due to increased motivation and sense of belonging, and greater efficiency in project management (Raziq & Maulabakhsh, 2015) (Ayay, Vásquez, Ramirez-López, & Alvarado, 2021). In

organizations where bureaucracy and formal procedures can create a challenging social environment, optimizing these factors becomes a strategic priority (Lintanga & Rathakrishnan, 2024).

These findings highlight the necessity of developing skills for creating healthy, positive, and productive social environments in any diverse professional setting (Perry & Li, 2019). Projects undertaken by public and private enterprises inherently require high degrees of adaptation, change management, flexibility, and agility (McMurray, Pirola-Merlo, Sarros, & Islam, 2010).

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 (Perry & Li, 2019). 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 (Alvarenga, 2020). Additionally, competencies such as adaptability and time management help teams to address challenges efficiently, improving quality of work life and reducing stress (McMurray, Pirola-Merlo, Sarros, & Islam, 2010).

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 study 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, proceeded by an open and axial coding exercise to identify variables linked to workplace well-being, quality of work life, and organizational climate, culminating in the development of the preliminary model proposal.

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 life, and organizational climate were identified, and through axial coding, the dimensions of the constructs were compared, regrouped, and interpreted.

Next, the relationships between the constructs and their dimensions 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.

Results

Literature review

The following table presents the results of the literature review regarding the relationships between the studied constructs

Table 1 Results of the literature review

Autor	Year	Working Well-being	Quality of working Life	Organizational Climate
Vera-Noriega (2023)	2023		x	x
Farid (Farid & al, 2014)	2014		x	
Dhamija (P. Dhamija, 2019)	2019		x	
Park (H.-R. Park, 2020)	2020		X	
Ko (Ko M. C., 2019)	2019	x	x	
Pimenta (S. Pimenta, 2023)	2023			
Raziq (Raziq & Maulabakhsh, 2015)	2015			
Lintanga (Lintanga & Rathakrishnan, 2024)	2024			x
Mishra (Mishra & Bharti, 2023)	2023		x	
McMurray (A. J. McMurray, 2010)	2010	x		x
Zheng (C. Zheng, 2015)	2015	x		
Naghieh (A. Naghieh, 2015)	2015	x		
Vui-Yee (Paggy, 2018)	2018			
Granados (Granados, 2011)	2011		x	
García-Viniegras (García-Viniegras, 2005)	2005		x	
Jimenez-Sierra (Jiménez Sierra, Ortiz Padilla, Monsalve Perdomo, & Gómez García, 2020)	2020	x		
Bustamante (M. A. Bustamante, 2020)	2020		x	

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

Open and Axial coding

Open coding was carried out deductively so that dimensions consistent with the concepts and characteristics found in the article analysis were associated with each research construct. The following were identified: 23, 15, and 16 dimensions related to workplace well-being, quality working of life, and organizational climate, respectively. Through axial coding, the dimensions of each construct were regrouped and confirmed, and the number of times the authors confirmed the relationship of each dimension with the research constructs was counted, to preliminarily identify the relevance and strength of the relationships between dimensions and constructs. The level of satisfaction was recognized as the variable that cognitively measures working well-being and quality of working life. Similarly, the level of satisfaction directly impacts the organizational climate.. (See Table 2).

Table 2 Dimensions identified by inductive coding

Construct	Number of Variables	Variables
Working 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
Satisfaction Level	1	Outcome variable.

Source: 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 was built. The construction of the model began by describing the fundamental relationships of the constructs.

Preliminary model validation

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 2.

Table 2. 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: Data were collected from the (DASCD) of Bogotá and compiled by the author.

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 3.

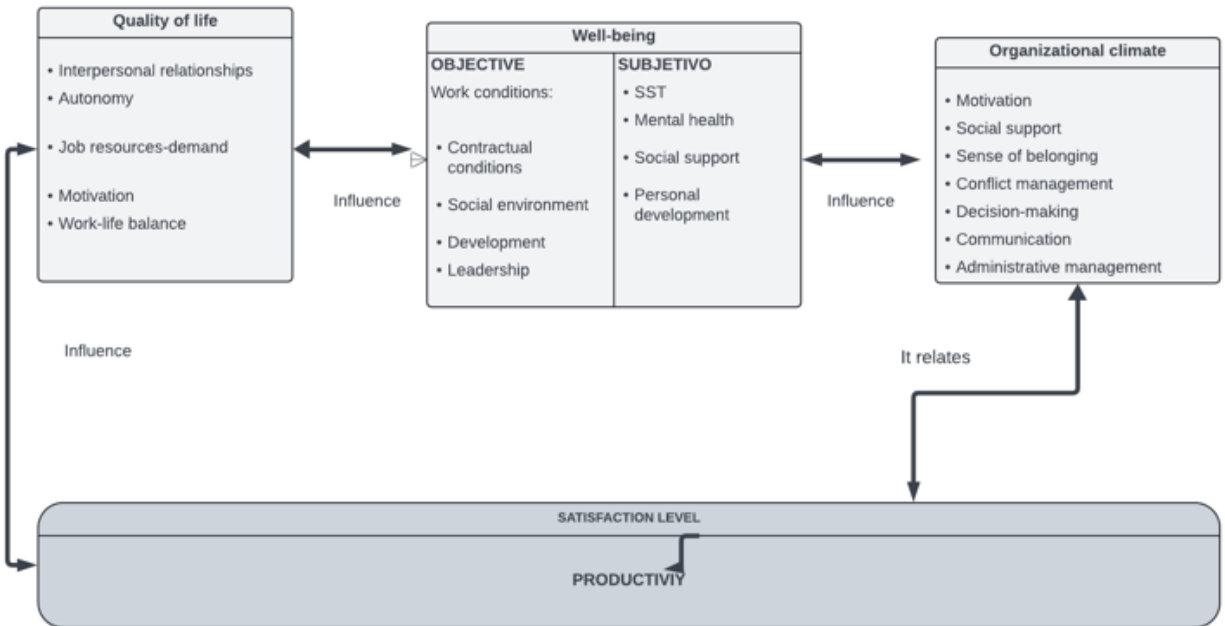
Table 3. Pearson correlation analysis results

Constructs	Pearson Correlation Coefficient (r)	High and positive relationship	Moderate and positive relationship	Low and positive relationship
Working Well-being - Satisfaction Level	r= 0,846 p = 0.01)	<ol style="list-style-type: none"> 1. Social Support (r= 0,81) 2. Development (= 0,81) 3. SST (r= 0,83) 	<ol style="list-style-type: none"> 4. Leadership (r= 0,77) 5. Mental Health (r= 0,75) 6. Decision-Making (r= 0,65) 	<ol style="list-style-type: none"> 7. Contractual Conditions (r= 0,61) 8. Personal Development (r= 0,59) 9. Social Environment (r= 0,50)
Quality of Working Life- Satisfaction Level	r= 0,86 p = 0.01)	<ol style="list-style-type: none"> 1. Interpersonal Relationships (r= 0,85) 	<ol style="list-style-type: none"> 2. Job Resources-Demand (r= 0,75) 3. Motivation (r= 0,74) 	<ol style="list-style-type: none"> 4. Autonomy (r= 0,67) 5. Work-Life Balance (r= 0,61)
Organizational Climate Life-Satisfaction Level	r= 0,88 p = 0.01)	<ol style="list-style-type: none"> 1. Social Support (r= 0,81) 	<ol style="list-style-type: none"> 2. Conflict Management (r= 0,76) 3. Sense of Belonging (r= 0,72) 4. (r= 0,72) 5. Motivation (r= 0,74) 	<ol style="list-style-type: none"> 6. Management (r= 0,59) 7. Communication (r= 0,67)

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

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. Based on the results of the correlations among the constructs and the correlations among the dimensions within each construct, the final model was validated and adjusted. SEE Figure 1.

Model proposes



The theoretical model proposes several interrelationships between the constructs:

Quality of Work Life and 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

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

Conclusions

The theoretical construction of the model enabled the identification of the multidimensional nature of each research construct—workplace well-being, quality of work 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 among 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 "level of satisfaction" was identified as a measure of workplace well-being and quality of work life, as well as an influential factor in the organizational climate. The validation exercise confirms this assertion: well-being and level of satisfaction ($r=0.846$), quality of life and level of satisfaction ($r=0.86$), and level of 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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