

**Job satisfaction of workers in a flower organization: a case study at the company "La flor de Catemaco"****Satisfacción laboral de los trabajadores de una organización florícola: estudio de caso en la empresa "La flor de Catemaco"**

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**Abstract**

Job satisfaction in flower organizations has been poorly addressed, although it is of great relevance for productivity management. The purpose of this research is to estimate the determinants of job satisfaction of the employees of the company "La Flor de Catemaco", a flower company, specialized in the production and marketing of natural flowers and ornamental foliage, located in Villa Guerrero, State of Mexico. The empirical evidence from the parameters obtained in this study suggests that the determining variables of job satisfaction are: Seniority in the position, motivation regarding the work being performed, recognition of the tasks performed and satisfaction with respect to the job. salary received. The study is temporarily circumscribed in 2018, using information from a survey applied to 20 workers, which is processed by methodological requirements using a logistic econometric model.

**Job satisfaction, Logit model, Flower organization****Resumen**

La satisfacción laboral en organizaciones florícolas ha sido poco abordada, aunque es de gran relevancia para la administración de la productividad. El propósito de esta investigación es estimar los determinantes de la satisfacción laboral de los empleados de la empresa "La Flor de Catemaco", empresa florícola, especializada en la producción y comercialización de flores naturales y follaje ornamental, ubicada en Villa Guerrero, Estado de México. La evidencia empírica a partir de los parámetros obtenidos en este estudio, sugiere que las variables determinantes de la satisfacción laboral son: La antigüedad en el puesto, la motivación respecto al trabajo que se realiza, el reconocimiento de las tareas realizadas y la satisfacción respecto al salario percibido. El estudio se circunscribe temporalmente en el año 2018, utilizando información proveniente de una encuesta aplicada a 20 trabajadores, que es procesada por los requerimientos metodológicos por medio de un modelo econométrico logístico.

**Satisfacción laboral, Modelo logit, Organización florícola**

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## Introduction

From the psychosocial perspective, job satisfaction is considered as that set of favorable and unfavorable feelings through which workers perceive their employment. It should be noted that human beings, especially in industrialized societies, spend an average of a third of their time doing work activities, where work represents the most intense individual activity, temporarily the most extensive in the physical-cognitive and emotionally demanding aspects, and influential in personal life (Garmendia and Parra, 1993).

In this direction, job satisfaction is a convenient objective in the labor policy of business management, so this requires some indicator for evaluation, that is, knowing the satisfaction of employees is useful to understand the direction that is must provide in an organization.

On the other hand, it is suggested that a symptom of a malfunctioning organization is low employee satisfaction, due to the fact that they affect aspects such as absenteeism, turnover, unemployment, performance, stress, among others. A high job satisfaction favors the result of positive achievements and increases the productivity of the organization.

In this sense, this study aims to analyze the determining factors of job satisfaction of the employees of the company "La Flor de Catemaco."

It is a floricultural company, dedicated to the production and commercialization of natural flowers and ornamental foliage, located at 55 Lucitania Street, in the community of Islote, Villa Guerrero, State of Mexico. It has a total of 23 workers, of which three of them cover administrative and financial functions. In addition, it is a transnational company that exports weekly to Texas, USA. The study is limited temporarily to 2018, using information from a survey applied to 20 workers, which will be processed by the methodological requirements through a logistic econometric model.

This through an instrument made up of 43 items, with Likert-type scale responses, which also collects information on demographic variables such as gender, age, seniority, among others.

## Literature review

Despite the fact that job satisfaction has been one of the most studied variables in the field of organizational behavior, there is no consensus around its definition and some theorists even consider that this concept is free from theory or that it does not even exist a comprehensive doctrine regarding job satisfaction (Seashore, 1974).

Job satisfaction has been considered from a wide variety of approaches and disciplines, and has been defined in numerous studies. Hoppock (1935) offers the first published definition of the term, regarding it as "a combination of psychological and physiological environmental circumstances that cause the individual to consider that they are satisfied with their work." According to Locke (1984), job satisfaction is made up of several dimensions, among which are the tasks to be carried out, salary, promotion possibilities and the relationship with colleagues.

Robbins (1994) considers that job satisfaction refers to the general attitude that the person adopts with respect to their work. Authors such as Mumford (1976), Holland (1985) or Michalos (1986) think of job satisfaction as the level of adjustment that the subject experiences between their needs, their expectations and the benefits that work offers them. Regarding empirical studies, the analysis of the causes that originate job satisfaction or dissatisfaction<sup>1</sup> has become an area of social interest among researchers. The antecedent behind this care is that satisfied workers are more productive and stay longer in the organization. Rehman and Zanzi (1995) found that job satisfaction is not influenced by the same variables in all industries, hence the need to focus on jobs that pay special attention to the primary sector to reach relevant conclusions.

<sup>1</sup> This dissatisfaction, when it is very high, is related to low organizational efficiency, which can also be expressed through lack of loyalty, neglect, aggression or withdrawal due to the frustration felt by the employee (Flores, 1992).

Although, there is no unanimity on its definition or a single explanatory model, the various conceptualizations coincide in pointing out that job satisfaction is an attitude towards work experiences. Edwards et al., (2008) consider it an evaluative judgment that includes both affective and cognitive components, derived from the degree of pleasure that work produces.

For their part, Morris and Venkatesh (2010) define it as an emotional response resulting from the congruence between the position and the employee's personal values. Yukl (2008) considers it "the positive feeling that a subject experiences due to the fact of doing a job that interests them, in an environment that allows them to be at ease, within the scope of a company or organization that is attractive to them and for the that receives a series of compensations according to their expectations" (p. 257).

The influence of individual characteristics of employees on their levels of job satisfaction has been widely analyzed in the literature, observing differential, even controversial, links with gender, marital status, seniority and age.

Regarding the latter, the research conducted by Ng and Feldman (2010) concludes that there are statistically significant positive relationships between the age and attitudes of workers. In this direction, various studies indicate that levels of job satisfaction increase with age (Hildebrandt and Eom, 2011; Khalid et al., 2011; Rahman et al., 2010), so that employees over 50 years of age show a significantly higher satisfaction compared to younger ones.

Regarding gender, some studies coincide in pointing out that women seem to be more satisfied with their work than men (Alonso, 2008; Ghazi and Maringe, 2011; Mahmood, Nudrat, Asdaque, Nawaz, and Haider, 2011; Sauza-Poza, A. and Sauza-Poza, 2007).

In relation to marital status, the evidence indicates lower levels of job satisfaction among divorced workers (Pakivathy and Phua, 2011) compared to married or married workers (Paris and Omar, 2008).

With regard to seniority, there is a consensus that, among administrative, manufacturing and company employees in general, those most satisfied with their work are those who have had the longest service in the job (Omar, 2010a).

Recent empirical evidence shows that productivity and job performance are closely related to employee satisfaction (Rahman and Waheed, 2011), and that when it increases, positive attitudes towards the organization and towards oneself develop (Li and Hung, 2009). The review carried out by Mueller, Hattrup and Hausmann (2009) shows that the study of job satisfaction has gone through different stages. Initially, efforts focused on defining and making the nature of the construct explicit.

Subsequently, suitable instruments were developed to measure it. At present, the interest is in unraveling its antecedents and possible consequences. In this regard, there seems to be a greater consensus on the effects of job satisfaction / dissatisfaction than on its antecedents or determinants. In this sense, subjective well-being, organizational commitment and extra-paper behaviors are the variables most frequently cited as consequences of job satisfaction; while, intentions to resign, frequent job changes and participation in union activities are the variables most linked to dissatisfaction at work (Omar, 2011).

Regarding the background, some explanatory variables have been identified, such as having a motivating and challenging job, performing tasks under favorable conditions, being surrounded by supportive colleagues and supervisors, and having a fair reward system.

However, in addition to these traditional variables, in recent years it has been postulated that others could occupy relevant positions as potential predictors of satisfaction<sup>2</sup> (Whitman, van Rooy & Viswesvaran, 2010).

<sup>2</sup> Such is the case of psychological capital (Luthans, Avey, Avolio and Peterson, 2010), emotional intelligence (Salovey, Mayer, Caruso and Yoo, 2009), the possibility of expressing emotions during work (Dieffendorff, Erickson, Grandey and Dahling, 2011), and organizational cynicism (Dean, Brandes and Dharwadkar, 1998), although to date there are no empirical studies that have focused on the analysis of its predictive role.

There are also other factors that affect satisfaction and that are not part of the work atmosphere, but that also influence job satisfaction. For example, age, health, seniority, emotional stability, socio-economic condition, free time and recreational activities practiced, family relationships and other outlets, social affiliations, etc. The same happens with personal motivations and aspirations, as well as with their fulfillment (Shultz, 1990).

On the other hand, most of the investigations have been developed with samples of North American, European or Asian subjects, who experience a sociocultural reality markedly different from that of Latin America. Faced with this panorama, the study of this problem in our country will not only cover a vacancy area in the field of social-organizational psychology, but will also contribute to a better understanding of the interplay between personal, dispositional and contextual variables.

In relation to this study, it begins with an introduction, a literature review is carried out, the econometric methodology is proposed to estimate the general model of the determinants of job satisfaction, the specification of the logistic model is carried out, the analysis and the implications of the logistic model and finally the conclusions are presented.

### Methodology. Logistic regression

This research comprises a descriptive analysis of the main socioeconomic variables that influence job satisfaction and a quantitative analysis, for which a Binomial Logit econometric model was used, for which the parameters were calculated through maximum likelihood regressions.

To analyze the information through a logit econometric model, it is necessary to estimate models for discrete dependent variables, that is, the probability of an affirmative or negative answer must be estimated that will take binary values (affirmative (yes) = 1, negative (no) = 0) for the dependent variable, given some other parameters (independent variables). The most widely used models from an econometric context are logit models and probit models<sup>3</sup>.

The logistic regression models the probability of  $Y = 1$  as a cumulative distribution function of the standard logistic, evaluated in:

$$Z = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_n X_i, \quad (1)$$

Under the probability that the dependent variable is one, it is true:

$$\Pr(Y=1/X) = F(\beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_n X_i), \quad (2)$$

Where  $F$  is the logistic distribution function, which is defined as follows:

$$F(Z) = \frac{1}{1 + e^{-Z}} \quad (3)$$

In equation (3), the expression  $Z$  was previously defined in equation (1). The betas are the parameters to be estimated (see, Pyndick et al., 1998).

### Specification of the econometric model

The function that explains the job satisfaction of the workers of the company La Flor de Catemaco S.A. de C.V. is represented as follows:

$$P(SI) = \beta_0 + \beta_1 \text{age} + \beta_2 \text{t\_company} + \beta_3 \text{motivation} + \beta_4 \text{recognition} + \beta_5 \text{salary} + \varepsilon \quad (4)$$

<sup>3</sup> Technically, the probit model is characterized by measuring a normal cumulative distribution function, and it arises from considering an unobservable convenience index called  $I$ , which is based on a set of explanatory variables  $X$ , the model has the form  $I_i = \beta_0 + \beta_1 X_1$ , Statistically the index  $I$  is considered to have a threshold or critical value called  $I^*$ , such that if  $I$  exceeds  $I^*$ , then there will be satisfaction. Both  $I^*$  and  $I$  are unobservable, but if it is assumed that they are normally distributed with the same mean and variance, it is possible to estimate the (parameters) of the previous equation (see Gujarati, D., 2004).

Where:

P (SI) = a dichotomous dependent variable that represents the probability of answering YES = 1 or NO = 0 to the question:

"In general, I am satisfied with my company."

$\beta_0$  = Constant.

$\beta_1$  = Age of the worker.

$\beta_2$  = Time worked in the organization.

$\beta_3$  = Motivation regarding the work carried out in the company.

$\beta_4$  = Recognition of the tasks performed in the organization.

$\beta_5$  = Satisfaction with the salary received in the organization.

$\epsilon$  = Error term.

**Results of the econometric model**

A regression for the dependent variable P (si) was performed using a Logit binary choice model. The variables with the highest degree of significance are identified from this estimate, applying statistical tests and combining different variables. The least significant variables were eliminated. The estimation model is given as:

$$P(SI) = -0.1 - 0.1043 \text{ age} + 1.7733 \text{t\_company} + 0.02833 \text{motivation} + 1.0429 \text{ recognition} + 0.5320 \text{ salary} + \epsilon \tag{5}$$

**Implications of the logistic econometric model**

The variable that has the most influence on positive job satisfaction is motivation. As this is higher the worker is more satisfied with his work. This direct relationship is statistically significant in 5%.

Age has a negative influence on job satisfaction, older people are less likely to be satisfied with their work compared to younger people. However, this direct relationship is not statistically significant. The time worked in the company has a positive association with job satisfaction, as the worker has more seniority in the company, he is happier. However, this direct relationship is not statistically significant.

The recognition of the tasks carried out presents a positive association with job satisfaction, as the worker has greater recognition by the company, he is more satisfied.

Salary has a positive influence on job satisfaction, as the salary has a higher percentage of family income, the worker is more likely to be satisfied, since most of the family income depends on that salary.

Variable	Definition	Units / scale	Expected sign
Age	Worker's age	Numeric	Negative
Tcompany	Time worked in the organization	Less than two years	Positive
Motivation	Motivation regarding the work carried out in the company	Between two and nine years	Positive negative
Recognition	Recognition of the tasks performed in the organization	More than nine years	Positive
Salary	Satisfaction with the salary received in the organization	Strongly disagree	Positive negative
$\epsilon$	Error term		$\beta$

**Table 1** Variables of the econometric model

Source: Own elaboration

Variable	Coefficient	Standard error	Standard coefficient / error	P[ z >z]
Constant	- 0.09908*	- 26.9956	-0.00	0.997
Age	-0.1043	-0.4778	-0.22	0.827
T_company	1.7733	2.1789	0.81	0.42
Motivation	0.02883*	1.8359	0.02	0.988
Recognition	1.0429	2.0412	0.51	0.61
Salary	0.5320	1.1904	0.45	0.655
Mc Faden's pseudo R2	0.52			
Chi 2 (5) of the logistic regression	6.73			
Maximum likelihood	-3.14			
Number of observations	20			
* Statistically significant at 5%				

**Table 2** Estimated parameters of the model

Source: Own elaboration with output data from the STATA program

## Conclusions

Job satisfaction is the attitude or set of attitudes developed by people towards their work situation, attitudes that can refer to work in general or to specific facets of it (Mirás, S., Villoria, E., Álvarez, J., Cotobal, F. and González, L., 2017). For this reason, when conducting the research in the floricultural company "La Flor de Catemaco", based on the logistics model, some determinants of job satisfaction were found with respect to the activities carried out by the company's workers, including:

**Age.** The employees are in an age range of 25 to 65 years; of which 18 of them are generally satisfied with the work activities they carry out, especially workers between 45 and 54 years of age. Which suggests that they are adults who have already gone through other work activities, and that they can make a personal comparison with other companies, resulting in a favorable job satisfaction towards which they currently collaborate.

On the other hand, with respect to the determinant Time in the company, the employees who have been working for this flower company for more than 9 years are fully satisfied, in addition to the fact that it is significant that at least 16 people have been at least more than two years, of which 15 are satisfied, also including the other 3 that do not meet this period, however, they agree with their work.

Likewise, the Motivation indicates that the workers of "La Flor de Catemaco" agree and totally agree with regard to feeling motivated by the type of work they do, this may be because the municipality's main activity is floriculture, And it is an area in which people know well about their work, so, even if they were not working in this company, they have the skills that they can play in any other. However, they have decided to stay in this floricultural company because they feel comfortable and motivated with what they do and with the pleasant work environment they have found.

In the same way, the Recognition is perceived by 16 employees who are satisfied with their work, where they consider that the employers adequately recognize the activities they carry out during their working hours, and although there is no extra incentive for it, the word of gratitude or having done their job well is a cause of satisfaction for them.

Finally, with respect to the determinant Salary obtained with the logistic model, job satisfaction refers to a lower number, since only 14 of them are satisfied, of which 10 agree and 4 totally agree. The other two disagree, one strongly disagree, and two no response. This could be because the salary ranges between \$ 850 and \$ 1000 a week in the operating personnel, according to the length of time they have in the company, which does not reach \$ 200 a day, so the workers express that they do not It's enough; However, they also mention that in other companies the salary is even lower, ranging between \$ 130 and \$ 150 pesos a day, so they prefer to work at "La Flor de Catemaco."

In conclusion, the determinants of Job Satisfaction found with the logistic model are age, time in the company, motivation, recognition and salary, and although each of them still has its limitations, they make workers who They are currently working in flower production activities, are satisfied and perceive in a favorable way their work in the company in general, favoring productivity.

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