

ORGANIZATIONAL FACTORS THAT PROMOTE WORK HAPPINESS IN A SPECIAL TRANSPORT COMPANY IN THE COLOMBIAN CARIBBEAN

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Summary

The postulates of the international programs of the United Nations highlight the need to promote decent work as one of the goals of the millennium, which today has become a strategic reference of the relationship between man, work and organization. Under this precept, the objective of this article is to determine the organizational factors that promote the work happiness of employees in a Special Transport company in the Colombian Caribbean. The study was approached from a quantitative approach with a correlational scope based on an exploratory factor analysis and factor loads. It is evident that objective and subjective support play a decisive role in work happiness, with objective support, 740 being the most preponderant. It is concluded that the organizational factors that promote happiness do not act on employees with the same intensity; Therefore, organizations should avoid circumscribing the issue of happiness at work from a single approach, which limits its scope and application to respond to the perceptions and needs that individuals have of their environment and of themselves, which are ethereal and changing.

Keywords: Subjective support, objective support, well-being, satisfaction, motivation

INTRODUCTION

In recent decades, the business system has included the concept of happiness in its management plans, which is strategically aimed at strengthening the relationship between man, work, and organization. Despite the fact that the concept of happiness in theory and practice has been detached from work dynamics for a long time, the postulates of the international programs of the United Nations have been highlighting the importance of the well-being of man in the place where he works, proposing the goal of promoting decent work as one of the goals of the millennium. In addition to this, the global increase in VUCA environments (volatility, uncertainty, complexity and ambiguity) has led organizations to take an interest in the well-being of employees; in this sense, for Lundqvist et al., (2022), transport companies in Colombia are not exempt from these requirements, despite the fact that during and after the pandemic, according to data from the Ministry of Transport (2020), the sector has presented an

economic decrease, reflected in a 67% decrease in passengers mobilized, seeing a reduction in the gross domestic product of the sector between 2020 and 2021.

The Special Transport company with various headquarters in the Colombian Caribbean has not been immune to this generalized economic crisis; the lack of control over external factors was seen as an opportunity to concentrate on internal factors, thus seeing the possibility of increasing its productivity and therefore its competitiveness. A diagnosis carried out by the company in the post-pandemic period showed not very encouraging results regarding how the radical transformations in working conditions brought about by the COVID 19 health crisis were affecting the satisfaction and work performance of employees. These results alerted the management who, taking into consideration what has been described and interested in solving the problem presented, decide to establish the most significant organizational factors that promote work happiness in their employees. The above, in order to make decisions that promote well-being and with it the fulfillment of business objectives.

The subject in itself generates added value for the transport sector, since it provides strategic tools to the company to improve the work environment, in this same line, the study increases the theoretical heritage in relation to work happiness which has become a decisive reference in organizational management, hence the importance of determining the factors that promote happiness in employees so that it can be aroused within organizations seeking their competitiveness. In this same line, the research hypothesis is based on the fact that the organizational factors of objective support related to the organizational climate and subjective with satisfaction have a significant effect on the happiness of the employees of the Special Transport company, likewise, a statistical hypothesis was formulated, so that it serves as a basis for the analysis and significance of the processed data; in this sense, the hypothesis written is: the experience of the support and subjective factors have the same level of significance in the promotion of happiness of employees in the Special Transport companies under study.

The origin of the topic of happiness at work takes a boom in the academic studies developed by Harvard; at the business level the most representative companies that have applied the theme are Google and Apple, forums such as TEDx and at the country level, the origin of the term was given in France, the United States, Holland or Bhutan, the importance of the topic gives way to the UN promulgating a resolution 66/281 of 2012, where March 20 was proclaimed as International Day of Happiness (Fernández, 2015). At the theoretical level, the topic related to organizational happiness has been treated from various disciplines, which makes it have a multivariate connotation, for this reason, the scientific background in which the two variables are studied; organizational factors and happiness, have been treated at present from various approaches, which has given way to its theoretical heritage being in permanent construction.

METHODOLOGY

The approach used to respond to the objective proposed in the article is quantitative, with a non-experimental-cross-sectional design; the The level of study was correlational since it allowed to know the relationship and the contribution in weight between organizational factors and the work happiness of the workers of the Special Transport company. The survey was applied as a data collection technique, consisting of a questionnaire in which the variables, factors and happiness at work. composed of a questionnaire of 30 Likert-type questions applied to 84 employees from the different branches of the company (Barranquilla, Santa Marta and Maicao), located in the Colombian Caribbean region as distributed in Table 1.

Table 1. *Population distribution*

CITY	NUMBER OF EMPLOYEES
Barranquilla	47
Maicao	30
Santa Marta	7
Total	84

Source: Own elaboration taken from data Human Resources Special Transport Company in the Colombian

Caribbean (2022)

The questionnaire assessed the variables Organizational Factors and Work Happiness in parallel. For the first variable, the dimensions of objective and subjective support experiences proposed by Hernández and Ponce (2016) were taken as a reference, and for the variable organizational happiness, the dimensions of *flow* and intrinsic motivation provided by Singh & Aggarwal (2018) and the Warr scale (2013) were chosen. Regarding reliability, it was calculated using Cronbach's Alpha using the SPSS version 24 statistical tool, where the variable corresponding to Organizational Factors obtained a score of eighty-six hundredths (.86) considered very high and the variable Organizational Happiness obtained a value of eighty hundredths (.80) considered high, which shows that the instrument generates solid and coherent results. The research will obtain direct information from the employees of the transport company in the headquarters located in the Caribbean region.

RESULTS

To determine the factors that prevail in Organizational Happiness, the confirmatory factor analysis was performed in each of the constructs, in this section the final print run of the second anti-image analysis is presented, evidencing the following scores in the KMO and Bartlett Test.

Table 2. KMO and Bartlett Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.846
Bartlett's sphericity test	Approx. Chi-square	1917.890
	G1	435
	Gis.	.000

Source: Own elaboration (2022) taken from SPSS

The index achieved by the KMO was .846, a value very close to unity, which indicates that factor analysis can be used, likewise, Barrett's happiness test shows a favorable indicator since it obtained a value of .000, less than 1 denoting a high level of significance. These two results in turn allow us to verify that the factor analysis is valid for the designed survey. The relevance of the procedure was that the 30 items initially proposed were not eliminated, thus certifying the usefulness of each of them for the analysis of factors and their relationship with the dimensions assessed within the study.

In relation to the Total Explained Variance (VTE), it is evident that 67.5% of the five (5) components explain the total variability of the data given by the values of each factor, in this case in this case the variable Organizational Factor as well as Work Happiness. Unlike the others, which explain a very small proportion of the variability and are probably not transcendental in the promotion of Occupational Happiness see table 3.

Table 3. Total variance explained

Component	Initial eigenvalues			Load Extraction Sums Squared			Rotation sums of squared charges		
	Total	% variance	Cumulative %	Total	% variance	Cumulative %	Total	% variance	Cumulative %
1	12.958	43.193	43.193	12.958	43.193	43.193	6.008	20.027	20.027
2	2.885	9.616	52.810	2.885	9.616	52.810	5.739	19.132	39.158
3	1.612	5.375	58.184	1.612	5.375	58.184	2.930	9.766	48.924
4	1.525	5.085	63.269	1.525	5.085	63.269	2.831	9.438	58.362
5	1.297	4.322	67.591	1.297	4.322	67.591	2.769	9.229	67.591
6	.976	3.255	70.846						
7	.949	3.162	74.008						
8	.870	2.901	76.908						
9	.748	2.493	79.402						
10	.677	2.257	81.658						

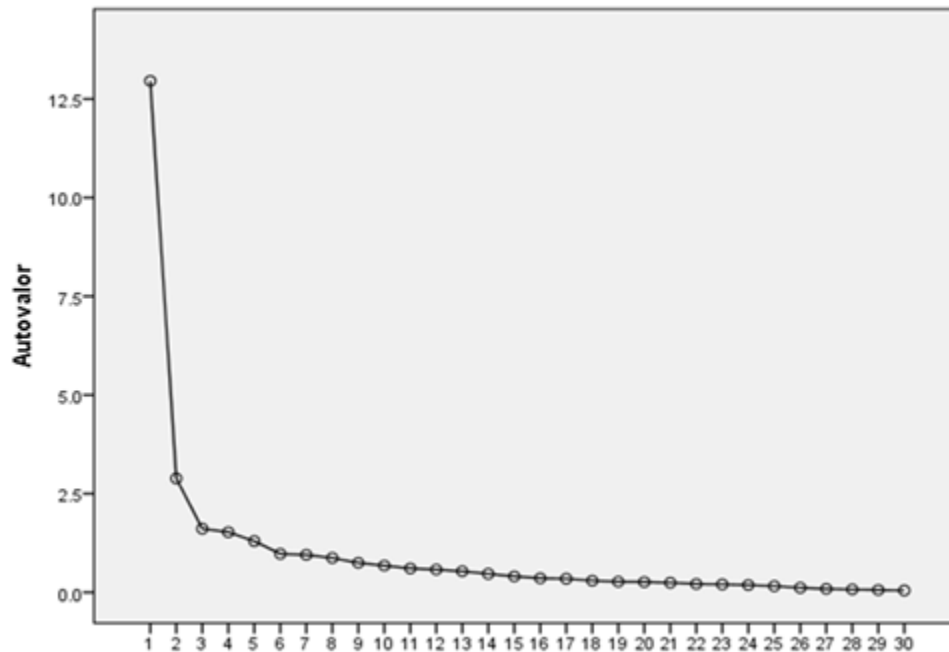
11	.606	2.019	83.678						
12	.575	1.918	85.595						
13	.535	1.783	87.378						
14	.468	1.561	88.939						
15	.405	1.349	90.288						
16	.357	1.190	91.477						
17	.344	1.148	92.625						
18	.296	.986	93.612						
19	.269	.898	94.510						
20	.262	.873	95.383						
21	.244	.814	96.197						
22	.213	.708	96.906						
23	.200	.668	97.573						
24	.186	.618	98.192						
25	.158	.526	98.718						
26	.115	.383	99.101						
27	.089	.297	99.398						
28	.073	.242	99.639						
29	.061	.203	99.842						
30	.047	.158	100.000						

Extraction method: principal component analysis.

Source: Own elaboration (2022) taken from SPSS

The Total Explained Variance (VTE) presented in the previous table essentially allowed us to establish to what extent the dispersion of the data can be attributed to a subset of variables, hence it is possible to discern the main components to be considered. Below, graphically you can visualize how the first five (5) components show higher value. See Figure 1.

Figure 1. Sedimentation Graph



Source: Own elaboration (2022) taken from SPSS

In the same way, the data reflected in the sedimentation graph can be confirmed in the rotated matrix of components in which the factor loads of each of the components predicted in the Total Variance are statistically evidenced. Table 4 below presents the values of the Rotated Matrix.

Table 4. *Rotated Component Matrix*

	Component				
	1	2	3	4	5
Senior management has a forward-looking vision that allows the company to compete in new scenarios	.599	.299	.292	.203	.083
The organization establishes clear strategic guidelines to regulate teamwork	.678	.181	.361	.084	.251
The company builds friendly work environments that facilitate the achievement of objectives	.766	.229	.263	.069	.304
The resources provided by the company facilitate the fulfillment of objectives	.707	.376	.098	.157	.119
Decision-makers in the organization do so equitably	.653	.352	.423	.078	.068
The company's top management promotes autonomy in the staff	.829	.065	.350	.039	.062
The competencies developed by the company promote effectiveness in the position	.772	.142	.014	.256	.251
The development of new skills acquired by employees in the training process is encouraged	.716	.214	.055	.300	-.056
Succession plans are in place for staff development within the organization	.259	.398	.324	.518	.023
The company provides them with adequate occupational safety conditions for the development of their functions	.343	-.227	-.019	.727	.124
The strategic decisions made by the company promote equitable job stability for its employees	.209	.626	-.016	-.053	.276
He likes the cooperative environment that characterizes the company since it facilitates the timely fulfillment of the proposed strategies	.122	.078	.511	.519	.271
I appreciate that the company respects my free time	.037	.033	.131	-.041	.847

I feel confident to meet the demands of the assigned task when the company gives me the possibility of having a certain autonomy in the workplace	.456	.180	.535	.266	.286
I feel that the functions I perform in my job are not in accordance with my training	.289	.216	.724	-.077	.060
He has had the opportunity to be promoted in the time he has been working with the company	.246	.314	.649	.238	.215
The variety in the content of the tasks of the position they hold increases their work motivation.	.335	.576	.135	.334	.234
I feel comfortable when the organization recognizes my good work performance	.213	.300	.241	.167	.663
I feel motivated when the organization recognizes my good work performance	.196	.415	-.035	.183	.590
The work I do in the company contributes to my life project	.120	.393	.095	.402	.476
The salary I receive compensates for the functions performed in the position I currently hold	.154	.615	.430	.206	.089
I consider it pertinent for the company to socialize strategic plans since they facilitate the fulfillment of work teams' objectives.	-.027	.575	.161	.504	.028
The company keeps the contents of the positions updated to motivate its workers	.662	.204	-.031	.525	.078
The work guidelines (strategies, responsibility manual and procedures) designed by the organization keep me motivated and identified with the organization.	.515	.113	.058	.666	-.001
I am interested in the training provided by the organization since it contributes to my professional development.	.225	.518	.151	.126	.424
The work you do within the company meets your personal expectations	.394	.807	.001	.123	.143

I am looking for new job opportunities because there are long working hours in my workplace.	.190	.636	.449	-.014	.131
I feel stressed due to the excess of work generated in the area to which I belong	.141	.801	.307	.042	.086
I am proud to belong to the organization where I work	.197	.513	.267	-.061	.421
Professional interaction with bosses nourishes their work activity	.215	.838	.154	-.009	.131

Extraction method: principal component analysis.

Rotation method: Varimax with Kaiser normalization.

The rotation has converged in 10 iterations.

Source: Own elaboration (2022) taken from SPSS

When reviewing the Rotated Component Matrix, it can be detected that only four (4) of the dimensions or components comply with the statistical premise related to the minimum number of items per component, which is established between 3 and 4. In this case, only components 1, 2, 3 and 4 meet this characteristic; Component 5 is excluded. The final result where the four components are validated is aligned with the dimensions indicated for the study in question, represented by the experience of objective and subjective support to measure organizational factors, as well as motivation and interest related to the variable Work Happiness.

However, taking as a reference the results of the Rotated Component Matrix, in which it is established that only four (4) of the components are valid to analyze the variable, these four components according to what is described in the Total Variance explain 58% of the study variables. From this perspective, in the confirmation of this study, it was not necessary to eliminate any dimension and indicator since the standardized factor loads yielded results greater than 0.6, based on these four components, the items that had the highest factor loads were selected, and whose weight exceeded 50 data that are consolidated in Table 5.

Table 5. Convergent Validity of Factor Loads

Construct	Items	Factor Loads	Average Factor Loads
Objective Support Experience	The company builds friendly work environments that facilitate the achievement of objectives	,766	,740
	The resources provided by the company facilitate the fulfillment of objectives	,707	
	Decision-makers in the organization do so equitably	,653	
	Top management fosters autonomy in their staff	,829	
	The competencies developed by the company promote effectiveness in the position	,772	
	The development of new skills acquired by employees in the training process is encouraged	,716	

Subjective support experience	I am interested in the training provided by the organization since it contributes to my professional development. The work you do within the company meets your personal expectations I am looking for new job opportunities because there are long working hours in my workplace. I feel stressed due to the excess of work generated in the area to which I belong	,518 ,807 ,636 ,801	,690
Motivation	I feel confident to meet the demands of the assigned task, I am given the possibility of having some autonomy in the job I feel that the functions I perform in my job are not in accordance with my training He has had the opportunity to be promoted in the time he has been working with the company	,535 ,724 ,649	,636
Interest	I consider it pertinent for the company to socialize strategic plans since they facilitate the fulfillment of objectives of work teams The company keeps the contents of the positions updated to motivate its workers The work guidelines (strategies, responsibility manual and procedures) designed by the organization keep me motivated and identified with the organization	,504 ,525 ,666	,565

Source: Own elaboration (2022) taken from SPSS

Table 5 related to the Convergent Validity of Factor Loads shows how the construct experience of objective support is the one with the highest factor load with a score of .740 as close to 1 as possible. This indicates that it is the organizational factor with the highest predominance in the variable Organizational Happiness, followed by the subjective support factor,690. This result allows us to accept the research hypothesis demonstrating that both valued factors are predominant in work happiness, however, it also allows us to reject the statistical hypothesis which states that the two organizational factors studied have the same level of significance.

In this sense, the importance of the experience of objective support in the competitiveness of companies is supported by Castillo, et al. (2017), in their study on organizational factors, where the author states that this type of routine favors the positioning of the organization within the competitive macroenvironment, therefore, its study is decisive both at the academic and business level. In this same line, the results reveal the importance of objective and subjective organizational factors in employees, for this reason, they must be adopted and taken into account by the administrative management when formulating their strategic plans, this is how they become the personification of the employee's behavior, which translates into good practices that lead to optimal business functioning and the achievement of demonstrable results as they express it (Galván & Sánchez, 2019).

The descriptive results obtained open a space for reflection on the business dynamics of the transport sector since the organizational culture they adopt places greater emphasis on subjective experiential factors, neglecting the objectives, such behavior can generate adverse consequences in decision-making and in the obtaining of organizational results in the long term (Hernández and Ponce, 2016). In accordance with the detrimental nature of this practice, it is necessary to strengthen the objective support factors on the part of the management level, since, with this, the effective continuity of the subjective perception of employees will be determined when they feel supported with resources and tools that the company provides them for the development of their work. all this, as a result of the strategic guidelines that promote their satisfaction.

However, it should be noted that both supports are transcendental, both subjective and objective, the first refers to the perception of the employee from the affective and cognitive with respect to his environment playing an important role as a motivational factor in employees, the second on the other hand, is more related to hygienic factors which generate greater satisfaction as reflected in Herzberg's theory of factors (2003), in practice, the inclination for one of these affects the harmonious integration of the organizational dynamics required for the achievement of proposed objectives.

The factorial load that has the greatest statistical contribution for the company in the transport sector is more inclined to objective support, this result is argued with the position of Marchant (2005) who states that the higher the level of satisfaction of employees with respect to their work environment, the greater their functional behaviors towards the organization; likewise, the less satisfactory the factors of their work environment, the lower the functional behavior of employees towards the company; Such a dynamic suggests the need to design human management policies that promote the improvement of objective support factors, which causes the simultaneous activation of subjective support; thus achieving higher levels of satisfaction and contribution of human talent (Satuf et al 2016).

This is achieved through the design of recognition and incentive programs and staff development, thereby providing not only employee satisfaction but also their well-being, which leads to the fulfillment of objectives and business success (Madero, 2020; Sumba et al, 2022). For their part, Pinochet and Toro (2014) Galvis et al (2021) believe that recognition seeks to activate the autonomy, effort and commitment of employees, even so, the leader manager must be able to deliver the correct degree of autonomy, being respectful and evaluative when assigning goals, urging them to achieve organizational objectives based on the satisfaction and motivation they have towards their work environment (Palacio et al, 2024). From this perspective, the efforts made by the company to improve certain intrinsic attributes of organizational factors should be considered according to the perception that employees have of their work environment. Therefore, it is necessary that the improvements adopted are perceived as such, thus serving as references for employees to add value through their daily practices.

Although it is true, Happiness at Work according to Baker (2006) shows how in practice, the aforementioned happiness should not only be seen as simple emotions, but as part of an organizational behavior which plays a decisive role in strategic results, depending to a large extent on the contributions that the company provides to its employees translated into a better work environment. clear guidelines, autonomy, among others. Therefore, the key to generating happiness at work is subject to a joint commitment between the individual and the environment so that work can be reoriented taking into account the individual's strengths and virtues (Andrade, 2023); The above position highlights the relationship between organizational factors and work happiness from the eudemonic approach where the concern of employees to obtain better experiences at work has become the transversal axis adopted by management to promote happiness as a goal worthy of achievement within organizations (Sánchez et al, 2023).

Very consequentially, it is observed in the results presented by the employees of the transport company who highlight a good experience of subjective support, in the face of this dynamic, Seligman (2002) explains that organizations that focus their management on strengthening the subjective well-being of their collaborators would prevail over those that focus only on providing economic and structural satisfaction to their people. This shows that happiness at work not only includes the affective, but that there is a cognitive dimension based on personal

perception regarding the fulfillment that it can achieve through its work (Larrea, 2021). On the other hand, it is important to highlight that this subjective support plays a decisive role in personal determination, because the individual's particular values encourage him to follow or resist corporate demands, for this reason, the organizational conditions manifested through culture activate the subjective happiness of employees, as well as their capacity for resilience and commitment to obtain better work results (Zakharova et al, 2023).

Based on what the authors have described, it is evident that objective and subjective support experiences are conclusive factors in the happiness of employees within the organization, as evidenced by the factor load related to the Organizational Factors variable, where the two types of support play a decisive role in employee happiness. Such results can be based on what García (2020) stated when he stated that organizational happiness is not a feeling that is generated only within the employee, but is accompanied by a cognitive value that individuals assign to the conditions that surround them and that come from their environment, thinking especially about its realization.

Along the same lines, Fernández's (2015) theory shows how organizational happiness depends on the capacities of organizations to provide adequate working conditions that allow the deployment of the individual and group strengths of their employees. As these conditions are provided to employees, it is much easier for them to meet the proposed objectives and their motivation and interest to emerge. Ramírez (2019), in turn, states that happiness is the product of organizational behavior, not of emotions, and is more easily generated when it becomes a result of strategic vision, hence the aspects valued with a high factorial load are related to decision-making, resource management, and the construction of friendly environments for work.

On the other hand, Alama et al., (2016) concretize the idea that happiness for employees at the administrative level is valued from the eudaimonic perspective which emphasizes self-realization, personal growth and human potential, something different happens with employees at the operational level, who mostly perceive the idea of happiness from the hedonic perspective focused on pleasure, which is experienced in a transitory way; This indicates that happiness must be looked at from the various perspectives of human development, specifically from the level of needs in which people are located.

Thus, the fact that one of the significant factors has been the objective support experience reaffirms what is supported by the BhiPRO methodology proposed by Ospina (2022) who demonstrates that organizational happiness depends on the ability of an organization to provide the working conditions and processes to its employees, encouraging the use of their individual and collective strengths in favor of driving sustainable and sustainable results required in the environment global. From this paradigm, employee happiness depends on the characteristics of individuals, so organizations must inquire about their experiences, and based on them, define strategies to achieve a higher level in terms of happiness at work.

However, the theoretical contributions ratify what was stated by Salvatore (2016), who states that the different positions related to the issue of happiness at work, some concerning pleasure, others suggesting a mixture of pleasure, commitment and meaning, suggest that happiness depends on various components; this is why both Phillis (2017) and Sanín (2017) based on the plurality and complexity of the subject, consider it pertinent to review the term happiness so that it is not only treated theoretically, but is studied from the reality of each context; taking into account that each of these factors have become benchmarks of business competitiveness in a global environment, where the need arises to strive to develop healthy practices that lead to the happiness of employees and consequently to organizational survival (Reig-Botella & Rico, 2019).

CONCLUSIONS

The study allowed inferences to be made about the implications and related circumstances of organizational factors in work happiness, it is necessary to clarify that although the general culture considers that happiness depends on utopian-subjective experiences, it is also visible that what happens from organizational management conditions, to a certain extent, the perception of individuals with respect to their satisfaction; which shows that the appropriate adoption of objective support factors strengthens the cognitive dimension as a result of the personal perception of their work, thus transcending the motivation and interest of employees for their development and that of the organization. Therefore, to try to circumscribe the issue of happiness at work from a single front would be to place a limitation on its scope and application, given that the behaviors and perceptions that individuals have are ethereal and changing due to the particular needs and expectations of man towards his environment and towards himself.

The above augurs to be a fairly complex task, however, for organizations to remain competitive they require a change of mentality, therefore, they must go from projecting themselves from a short-term approach to

a global one that encompasses the different factors that surround the worker, from this perspective the organization from its strategy must transcend the social, family and cultural thereby achieving added value by employees who experience happiness.

The statistical results presented in the article allow us to infer that work happiness depends largely on the experiences of the structure and strategies that the organization adopts, this, despite what is established in the theories in relation to the mechanisms that generate happiness in employees; However, the data show that both objective and subjective support experiences add factor value in the well-being of employees, this is the reason why it is imperative that organizations create alternative measurement tools that jointly measure employee satisfaction and performance on a par with the level of happiness they experience. thus identifying the factors that provide them with well-being, both at work, professional and personal level.

It is also important to note that the organizational factors that promote happiness do not act on employees with the same intensity; This variability of perceptions on the part of business actors means that the strategies designed by management to promote happiness require a thorough study of the company's capabilities and resources from the point of view of the needs and expectations of employees. In this sense, it is necessary that the experiences of objective support are reflected in the strategic plans of the company so that its practices are developed in daily life, thereby increasing the subjective well-being of employees and therefore their commitment to the organization, such practices must be extended to all branches in the Colombian Caribbean where the company is present.

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