



Research Article

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Received: 1 April 2024 / Accepted: 29 June 2024 / Published: 5 July 2024

Human Resources Management for Job Satisfaction in Peruvian Employees

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DOI: <https://doi.org/10.36941/ajis-2024-0135>

Abstract

The research works related to job satisfaction are mostly quantitative and relational, where they converge in indexes in order to associate human resources with job satisfaction, however, there are few studies that deal with the subjective and intrinsic aspect of job satisfaction, that which deals with the analysis of experiences and experiences, with their possible interpretations, in order to build development alternatives. Consequently, through the present study, we sought to explore the social phenomenon of human resources management that promote job satisfaction in the collaborators of Peruvian companies. To this end, through a qualitative approach of phenomenological-hermeneutic design, 9 human resources managers from the industrial, commercial and service sectors were interviewed. The findings of this study highlight the importance of positive environment, professional growth and recognition in the commercial sector, balance and open communication in the industrial sector, and organizational culture and autonomy in the service sector, in addition; at a general level, common barriers to work-life balance are identified, highlighting the need for flexible policies and a proactive approach to well-being. As a consequence, the adequacy of development programs and recognition policies is recommended. At the research level, studies are recommended to evaluate the effectiveness of training and development programs in Peruvian companies, exploring labor policies and their contribution to the proper balance between work and personal responsibilities, with the aim of achieving a work-life balance, promoting the improvement of human resource management in organizations.

Keywords: Human resource management, human resources, human resources, job satisfaction, Peruvian companies

1. Introduction

The research information on job satisfaction is mostly quantitative and relational, where indexes are used to associate human resources with job satisfaction; however, there are few studies that deal with the subjective and intrinsic aspect of job satisfaction, that which analyzes experiences and experiences, with their possible interpretations, in order to build development alternatives, configuring and dynamizing the significance of the daily experiences of its protagonists.

In this regard, López (2018) points out that poor communication can also lead to internal conflicts and misunderstandings, which negatively affects the work environment. So also, Peña and Villón (2018) argue that the absence of development and training programs, lack of investment in employee development can also limit the organization's potential and its ability to compete in the market.

For Belloso et al. (2019) the lack of flexibility in work schedules, excessive pressure to meet goals, and lack of support for employee well-being can lead to increased stress and decreased job satisfaction.

On the other hand, Cejas et al. (2020) refers that constant employee turnover affects job satisfaction and generates a loss of knowledge and experience in the organization.

In South America, Avendaño et al. (2021) found that the shift from face-to-face to virtual work has led to job dissatisfaction, especially in the teaching sector.

In the same context, in Iran, Fereidouni et al. (2022) refers that infrastructure, human resource management decisions affect job satisfaction. In Saudi Arabia, Shubayr et al. (2022) suggests that improving employees' lifestyle behavior and controlling burnout symptoms can contribute to higher job satisfaction. In Taiwan, Chien et al. (2022) concluded that the need for professional training and the willingness to participate would have an impact on job satisfaction through achievement motivation. Also, Moslehpour et al. (2022) argued that the emotional competencies of managers become conditioning factors for job satisfaction, since the ability to manage emotions promotes a productive work environment and helps employees to improve their emotional conditions, which improves job satisfaction. In China, Ren et al. (2022) evidenced that labor stipends, their delay or timeliness, impact labor participation, especially satisfaction. In Istanbul, Goktas et al. (2022) concluded that motivational messages, especially in those with high workload, increase job satisfaction levels, improving communication skills, reducing compassion fatigue. In Indonesia, Syamsudin et al. (2022) stated that proactive personality, proactive work behavior, and role self-efficacy have a direct effect on job satisfaction, and can be the basis for human resource management. In UK, Lam et al. (2022) showed that cognitive cultural intelligence, motivational cultural intelligence, emotional dissonance and natural emotion expression influence job satisfaction. In Italy, Vettori et al. (2022) concluded that work experience increases levels of job satisfaction; he suggests that emotional instability, stress and anxiety can become harmful elements for well-being and job satisfaction. In North America, Kelly et al. (2022) reports that employee turnover negatively affects the organization, so that job satisfaction becomes a mediator for the purpose of alleviating the impact and turnover rates.

Therefore, the objective of this study was to explore the social phenomenon of human resources management that promote job satisfaction in the employees of Peruvian companies; therefore, it was justified at the social level, because the situation of the employees of the economic sectors will be known, with the purpose of providing elements of judgment for a better management of human resources. It was justified at a theoretical level, because the reality of the observed phenomenon will be known from the employee's perspective, in order to understand their situation. It was justified at a practical level, because its results will contribute to the knowledge of science, with respect to human resources, in favor of job satisfaction, from the perspective of the qualitative approach.

2. Methodology

The research study adopted a qualitative approach, at a descriptive level, whose technique was phenomenology - hermeneutics. In this regard, Quecedo and Castaño (2003) Quecedo and Castaño (2003) argue that qualitative approach studies focus on the exploration of non-quantifiable aspects that are describable, understandable and explicable through the use of phenomenology. For their part, Báez (2009) affirms that through phenomenological-hermeneutic studies, people express their experiences and experiences, whose interpretations will contribute to the construction of referents that dialogue with each other.

The population of interest consisted of the group of collaborators belonging to the industrial, commercial and service economic sectors. As part of the triangulation process, 9 human resources managers from the industrial, commercial and service sectors of Peruvian companies were interviewed in order to learn about the different perspectives on the problem under study. The inclusion criterion was managers, chiefs or directors of the human resources area, who showed their willingness to collaborate with the present study. The opposite was valid for the exclusion criterion.

According to García (2003) the population for qualitative studies refers to the set of objects or persons whose characteristics or situations are to be known. Unlike quantitative studies, qualitative approaches do not require a specific sample size, but rather seek to select a population that can provide relevant information for the research. In this sense, and as part of the triangulation process, we sought to identify good informants, that is, people who are lucid, reflective and willing to have a wide-ranging conversation with the researcher.

The sampling design used was theoretical or purposive sampling, in which the selection of cases was based on the criteria established by the researcher. According to Fuentelsaz (2004) this type of sampling seeks to select cases that are exemplary or representative in order to describe the most generalizable characteristics of the collaborators within a specific population.

The technique used to collect the information was the in-depth interview, using open-ended questions. According to Vargas (2012) the interview follows a predefined format that allows obtaining information and categorizing the answers to obtain results. For data analysis, the specialized software Atlas.ti, a professional tool designed for qualitative data analysis, was used. Theoretical coding, open coding, axial and selective coding techniques were used to process the information collected.

2.1 *The triangulation process for qualitative studies*

To carry out the triangulation in the present study, several steps were followed to ensure the integrity and robustness of the findings:

First, a research design was established to allow for the collection of qualitative data through interviews, in addition to which bibliographic sources and previous studies on human resource management and job satisfaction in companies were incorporated. Next, collaborators from various Peruvian companies were identified and selected, ensuring their inclusion in the role and hierarchical level of each economic sector to capture varied perspectives on human resource management and job satisfaction; in this process, in-depth interviews were used to obtain detailed information on their experiences and perceptions related to human resource management and job satisfaction.

The interviews were then analyzed to identify patterns, themes and emerging categories related to human resources management and job satisfaction, using the specialized Atlas.ti software to organize and analyze the qualitative data efficiently. The results were compared and contrasted in order to find convergences and divergences in the findings, and thus obtain a deeper and more accurate understanding of the phenomenon under study.

As part of the research process, the findings and conclusions were socialized with expert advisors in the field of human resource management and qualitative research, to obtain feedback and validate the interpretation of the results, incorporating suggestions and integrating the results into a synthesis that provides a complete and holistic view of human resource management and job

satisfaction in Peruvian companies. Finally, a detailed report was prepared, product of the present research process, and the findings obtained through triangulation, which strengthens, provides validity, reliability, and reinforces the results.

In sum, triangulation in this study made it possible to approach human resource management and job satisfaction from multiple perspectives, thus improving the credibility and comprehensive understanding of the phenomenon in the context of Peruvian companies.

2.2 On data saturation in qualitative studies

In the words of Castillo (2021) in some qualitative studies in which Grounded Theory or Saturated Theory is used, it is assumed that when the concepts and categories of the theory are fully developed and, in addition, no new elements are observed to emerge, it can be considered that data saturation has been reached.

Under this premise and for the present study, a specific number of interviews or data sources was established as a practical criterion: 12 human resources managers from the industrial, commercial and service sectors of Peruvian companies, which were considered relevant. However, during the data collection process, similar patterns and themes were found in the interviews, being an indication that data saturation had been achieved, so it was decided to discontinue the interviews with 9 collaborators, due to the fact that no substantial new knowledge was added, it was considered that a complete and deep understanding of the phenomenon under study was obtained, having collected enough data to understand the various dimensions, perspectives and contexts of the phenomenon.

3. Results

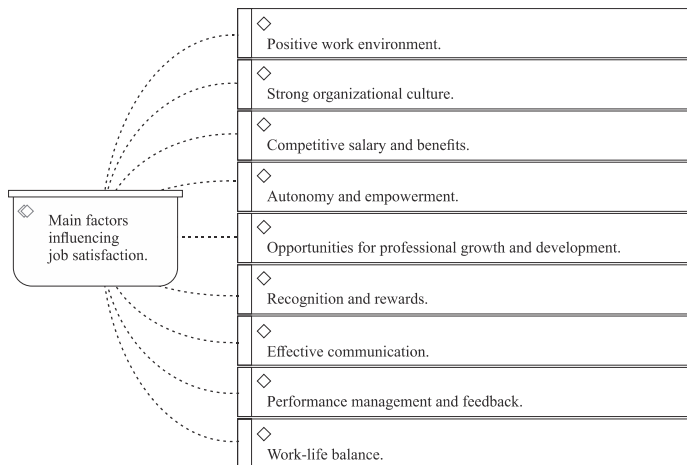


Figure 1: First interaction code network

Source: Atlas.ti - Code groups

Figure 1 shows the network of codes of the first interaction with managers, chiefs and/or directors of the human resources area of commercial, industrial and service companies, through which the factors that influence the job satisfaction of the collaborators of these Peruvian companies are evidenced. The results showed that, in the commercial sector, an influential factor for job satisfaction is a healthy and positive work environment, where respect, collaboration and companionship are encouraged. It was also found that these collaborators value opportunities for growth and development in their careers, the possibility of acquiring new skills, taking on challenges and

advancing in the organization become factors of substantive importance; additionally, recognition and rewards for their performance and achievements contribute significantly to job satisfaction in the commercial economic sector.

In the industrial sector, a healthy balance between work and personal responsibilities becomes a key factor for job satisfaction; likewise, an open, transparent and effective communication between employees and management will have a positive influence, therefore clarity in expectations, constructive feedback and transparent information about the organization's objectives and decisions are necessary; additionally, a fair salary and attractive benefits become important factors for job satisfaction in the industrial economic sector.

Regarding the service sector, the influential factors for job satisfaction lie in an organizational culture with values and practical norms established in the company, which will influence their work and the relationship with their colleagues and superiors. In this economic sector, employees feel more satisfied when they are given autonomy and are empowered and allowed to make decisions to contribute ideas and initiatives, which promotes their job satisfaction. Thus, for the service sector, effective performance management, including regular appraisals and constructive feedback, will have a positive impact on job satisfaction.

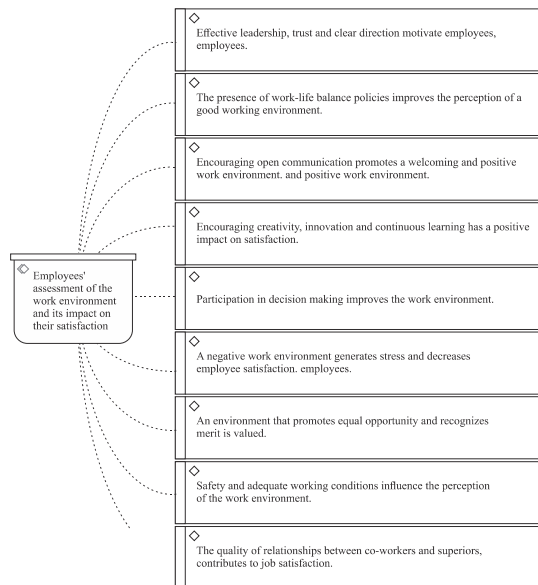


Figure 2: Code network of the second interaction
Source: Atlas.ti - Code groups

Figure 2 shows the code network of the second interaction with managers, chiefs and/or directors of the human resources area of the commercial, industrial and service companies, through which the evaluation of the employees' assessment of the work environment and the impact on their satisfaction is evidenced. The results showed that, in the commercial sector, employees perceive a welcoming and positive work environment when collaboration, mutual respect and open communication are encouraged. The opposite is a negative work environment, characterized by a lack of trust, interpersonal conflicts and a culture of blame, which generates stress and decreases job satisfaction; therefore, employees in this economic sector value a work environment that promotes equal opportunities, where merit is recognized and discrimination or favoritism is avoided.

In the case of the industrial sector, a work environment that fosters creativity, innovation and

continuous learning is valued, which has a positive impact on job satisfaction and additionally stimulates and motivates them. It was also found that the existence of work-life balance policies, such as flexible schedules or wellness programs, could improve the perception of the work environment and, consequently, employee satisfaction. In addition, the quality of relationships between coworkers and superiors, that is, a friendly and supportive work environment would contribute to job satisfaction.

In the service sector, the existence of opportunities to participate and contribute to decision-making within the organization is valued, which improves the perception of the work environment and employee satisfaction. The presence of effective leadership that inspires trust, provides clear direction and motivates employees is also valued. Moreover, in this economic sector, safety and adequate working conditions also influence the perception of the work environment, so a safe and healthy environment increases employee satisfaction and their positive perception of the workplace.

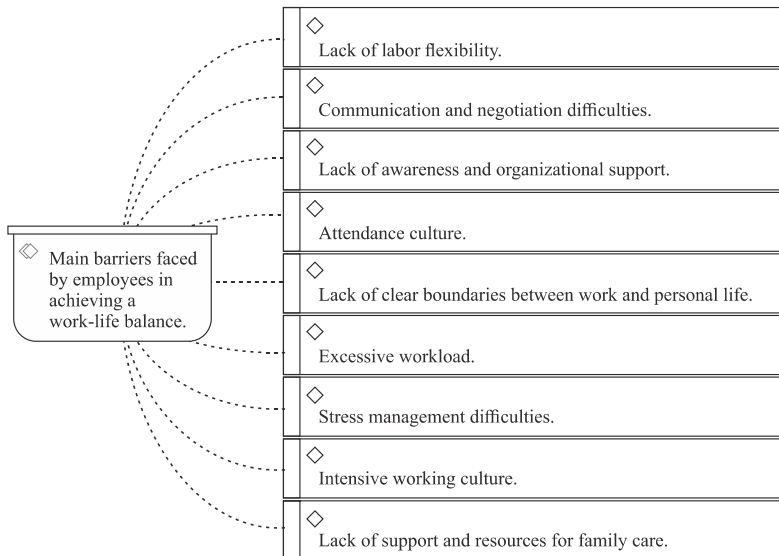


Figure 3: Third interaction code network
Source: Atlas.ti - Code groups

Figure 3 shows the code network of the third interaction with managers, chiefs and/or directors of the human resources area of commercial, industrial and service companies, through which the barriers or challenges faced by employees to achieve a balance between their work and personal life are explored. In this context, employees in Peruvian commercial companies often face disproportionate workloads, which makes it difficult to achieve a work-life balance. In addition, the lack of adequate resources and the pressure to meet tight deadlines can negatively affect their well-being and satisfaction. Likewise, the lack of flexible work policies, such as flexible schedules, remote work or additional days off, makes it difficult for Peruvian employees to balance their work responsibilities with their personal and family commitments. In some companies there is an ingrained culture of presenteeism, where the number of hours worked is valued more than results and efficiency, which generates pressure to be constantly present in the workplace, making it difficult to achieve a healthy balance between work and personal life.

In the case of industrial companies, employees face difficulties in balancing their work life with other aspects of their life due to lack of support and resources, for example, lack of affordable child care options and shortage of paid family leave can be significant barriers. In some work environments

there is an intensive work culture in which employees are expected to be available and respond to work demands outside of established work hours, this interferes with their personal time and makes it difficult to achieve an adequate balance, therefore, work stress is a major barrier to work-life balance; consequently, high work demands, lack of emotional support and inadequate self-management practices make it difficult for Peruvian employees to manage stress effectively.

In the service sector, the lack of clear boundaries between work and personal life causes employees to feel constantly connected and available, making it difficult to achieve a healthy balance related to the lack of disconnection time, which affects their well-being and satisfaction. Some Peruvian employees in this economic sector face difficulties in communicating and negotiating their work-life balance needs with their superiors and co-workers, this limits their ability to establish agreements that allow them to achieve a satisfactory balance; then, the lack of awareness and support from the organization towards the importance of work-life balance becomes a significant challenge, because policies and practices do not actively support this balance, therefore, employees have difficulties in finding an adequate level of harmony between both aspects of their life.

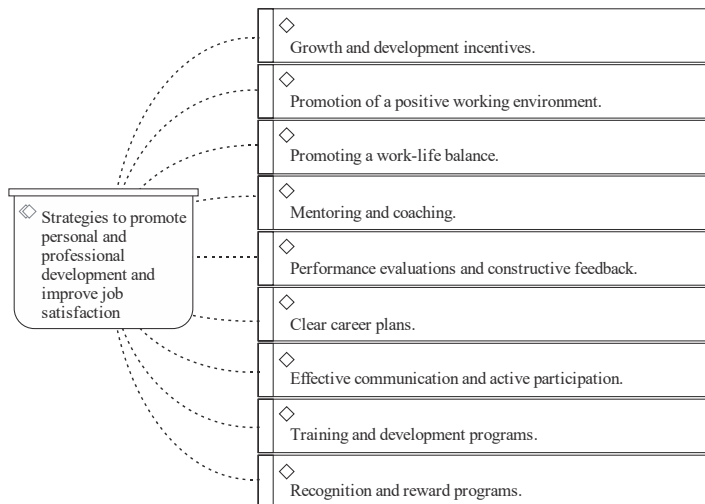


Figure 4: Fourth interaction code network

Source: Atlas.ti - Code groups

Figure 4 shows the code network of the fourth interaction with managers, chiefs and/or directors of the human resources area of commercial, industrial and service companies, through which the most effective strategies to promote the professional and personal development of employees are explored, with the aim of improving their job satisfaction. In this context, employees of Peruvian commercial companies suggest as a strategy, the implementation of training and development programs that provide employees with the opportunity to acquire new skills and knowledge relevant to their work, which would allow them to grow professionally and increase their job satisfaction. On the other hand, there was evidence of the need to establish mentoring and coaching programs so that Peruvian employees can receive personalized guidance and support from more experienced professionals in the organization, which would facilitate their development and provide them with a sense of direction and growth. The same economic sector showed the need to define clear and transparent career plans that show Peruvian employees the different stages and opportunities for growth within the organization, which would promote a sense of direction and long-term goals, improving their job satisfaction.

In the industrial sector, it is suggested to conduct periodic performance evaluations that provide constructive feedback to Peruvian employees, allowing them to understand their strengths and areas for improvement, and giving them the opportunity to grow and develop in their role. Another strategy suggested was to implement recognition and reward programs that value performance and achievement; promoting policies and practices that support work balance, remote work and wellness programs would improve their quality of life, foster a positive and motivating environment, and contribute to greater job satisfaction.

In the service sector, it is suggested to encourage open and transparent communication in the organization, giving Peruvian employees the opportunity to express their ideas, concerns and suggestions. This makes them feel valued and committed, improving their job satisfaction. It is also suggested to foster a positive work environment, where collaboration, respect and companionship are promoted, creating a motivating and rewarding atmosphere for Peruvian employees, in addition, it is suggested to establish incentives that encourage the development and growth of Peruvian employees, such as scholarship programs, financing of studies or access to conferences and relevant events. This provides them with additional opportunities to expand their knowledge and skills for the benefit of the organization, and above all for the benefit of job satisfaction.

3.1 Frequent word analysis

Table 1: List of frequent words

WORD	LONG	FREQUENCY
work	7	15
environment	8	14
work	7	14
communication	12	13
lack	5	12
staff	8	12
culture	7	10
development	10	9
on	5	8
perception	10	8
positive	8	7
satisfaction	12	6
life	4	5
support	5	5
clear	6	4
partners	13	3
growth	11	2
performance	9	2
difficulties	12	2
effective	8	2
balance	10	2
stress	6	2
management	7	2
opportunities	13	2
organizational	14	2
participation	13	2
programs	9	2
you can	5	2
rewards	11	2
recognition	14	2
feedback	17	2

Source: Atlas.ti - Word list

Table 1 shows the list of the words most used by the interviewees in the interactions, through these we can infer the social phenomenon of job satisfaction within the commercial, industrial and service economic sectors of Peruvian companies. The words most frequently used were "labor" 9 times, "environment" 8 times, "work" 8 times, "communication" 4 times, "lack" 4 times, "personnel" 4 times, "culture" 3 times and "development" 3 times. This analysis shows that in Peruvian companies the work environment and good communication are valued, however, the absence of a development culture in favor of the employee is evident.



Figure 6: Word cloud
Source: Atlas.ti - word cloud

Figure 6 shows the cloud of the most recurrent words in the interactions, they are "management", "resources", "human", "satisfaction", "labor" since the interview was about job satisfaction. Another word that shines in the cloud is "environment", "work" and "communication", which show the importance of these words within the work environment of Peruvian companies. Therefore, a correct management of human resources will promote a positive work environment, an everlasting and satisfactory work culture, with signs of growth, creating development opportunities for Peruvian companies.

3.2 Co-occurrences and sentiment



Figure 7: Sentiment diagram of interactions
Source: Atlas.ti - Co-occurrences

According to the proposed research and the underlying theories, during the process of interaction with the interviewees, the emotions expressed are revealed, these feelings are expressed in the diagram in Figure 7, where a greater incidence is evidenced in the area of neutral valuation, through which the skepticism of the collaborators about the conditions that would promote a true job satisfaction is inferred. Likewise, it is evident that the negative area becomes relevant in second instance, due to the fact that in many cases the conditions of human resources management do not promote true satisfaction in the work environment and in the collaborator. The positive feeling is framed in an incipient way, through this it is inferred that the collaborators have high expectations, interesting strategies, but there are barriers that condition the work environment and the factors are not tangibly promoted.

4. Discussions

The results of the present study are in agreement with Fereidouni et al. (2022) who report that infrastructure, human resource management decisions affect job satisfaction. They also agree with Shubayr et al. (2022) who suggest that improving employees' lifestyle behavior and controlling burnout symptoms can contribute to greater job satisfaction. They agree with Vettori et al. (2022) who concluded that work experience increases levels of job satisfaction; suggesting that emotional instability, stress and anxiety can become harmful elements for well-being and job satisfaction.

They are similar to Chien et al. (2022) who concluded that professional training and willingness to participate would have an impact on job satisfaction through achievement motivation. They are consistent with Moslehpour et al. (2022) who argue that the emotional competencies of managers become conditioning factors for job satisfaction, since the ability to manage emotions promotes a productive work environment and helps employees to improve their emotional conditions, which improves job satisfaction. In this study, the leadership of the manager and the hierarchical level was invoked.

They are in agreement with Ren et al. (2022) who found that labor stipends, their delay or timeliness, have an impact on labor participation, especially on satisfaction. They are similar to Goktas et al. (2022) who concluded that motivational messages, especially in those with high workload, increase job satisfaction levels, improving communication skills, reducing compassion fatigue. They are similar to Syamsudin et al. (2022) who stated that proactive personality, proactive work behavior, and role self-efficacy have a direct effect on job satisfaction, and can be the basis for human resource management.

They are discordant with Lam et al. (2022) who refer that cognitive cultural intelligence, motivational cultural intelligence, emotional dissonance and the expression of natural emotions influence job satisfaction. In the present study, the interactions did not show such attitudes; on the contrary, reference was made to factors more tangible and intrinsic to the employee. They are also discordant with Kelly et al. (2022) who state that employee turnover negatively affects the organization, so that job satisfaction becomes a mediator in order to mitigate the effect and turnover rates. In the present study, it was not found that turnover is a factor of job dissatisfaction.

5. Conclusions

Regarding the main factors that influence employee job satisfaction in Peruvian companies, the findings revealed that, in the commercial sector, a healthy and positive work environment based on respect, collaboration and companionship, as well as opportunities for professional growth and development, stimulating challenges and recognition for performance, are significant factors for job satisfaction. On the other hand, in the industrial sector, balance between work and personal responsibilities, open and transparent communication, fair pay and attractive benefits are key to job satisfaction. As for the service sector, a strong organizational culture with established values and norms, autonomy in decision making, effective performance management and opportunities to

contribute ideas and initiatives are crucial elements in promoting job satisfaction.

Regarding employees' assessment of their organization's work environment and how this impacts their job satisfaction, the results of this study revealed the importance of the work environment in the different economic sectors. In the commercial sector, the need to foster collaboration, respect and open communication to create a welcoming and positive environment was highlighted. On the other hand, in the industrial sector, the importance of promoting creativity, innovation and continuous learning was emphasized, as well as the implementation of work-life balance policies. In the services sector, the valuation of opportunities for participation in decision-making and the presence of effective leadership were highlighted. In addition, in all sectors, the importance of a safe and healthy work environment was highlighted.

In relation to the main barriers or challenges faced by employees in achieving a work-life balance in Peruvian companies, employees in commercial, industrial and service companies in Peru face significant challenges in achieving a satisfactory work-life balance. These challenges include disproportionate workloads, lack of work flexibility policies, entrenched cultures of presenteeism and intensive work, as well as a lack of resources and support to manage work-related stress. In addition, lack of clear work-life boundaries, difficulties in communicating and negotiating work-life balance needs, and lack of awareness and support from organizations also become major barriers. To improve employee well-being and satisfaction, it is critical to implement policies and practices that promote a healthy work-life balance, provide work flexibility, establish clear boundaries, and foster a culture of support and recognition of appropriate balance.

Regarding the strategies they consider most effective in promoting the professional and personal development of employees and improving their job satisfaction in the Peruvian context, employees of Peruvian commercial companies emphasize the importance of implementing specific strategies to improve their job satisfaction. These strategies include training and development programs that allow them to acquire new skills, as well as the implementation of mentoring and coaching programs to provide guidance and personalized support. In addition, the definition of clear and transparent career plans, periodic performance evaluations with constructive feedback, recognition and reward programs, work-life balance policies, and open and transparent communication are essential elements to improve job satisfaction. Fostering a positive work environment, promoting collaboration and respect, and providing incentives for employee development and growth are also strategies that can help improve job satisfaction and promote commitment to the organization.

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