



Análisis de la felicidad en el trabajo y su relación con el desempeño laboral de los colaboradores

Analysis of happiness at work and its relationship with the work performance of employees

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ABSTRACT

Introduction: in the contemporary organizational environment, talent retention and attraction have become critical challenges for the development and sustainability of companies. Particularly in the automotive parts sector in Cúcuta, these challenges are intensified by high staff turnover, leading to a considerable loss of knowledge and experience and high costs in hiring, training, and adapting new employees.

Objective: to analyze happiness at work and its relationship with employees' job performance at Almacén y Taller Maquicentro Brucy S.A.S. for the year 2024.

Methodology: the research uses a quantitative methodology with a cross-sectional design. The sample consisted of twenty-three employees who answered specific questionnaires to measure happiness at work and job performance.

Result: the results reflected a high affective commitment and sense of belonging; however, there was low satisfaction regarding financial compensation and promotion opportunities, which could lead to job demotivation.

Conclusions: although organizational cohesion strengthens the work environment, implementing compensation and professional development policies is recommended to improve talent retention. Likewise, optimizing internal communication and leadership is necessary to reduce the focus on negative aspects.

Keywords: administration, happiness, job satisfaction, labour productivity, quality of working life.

JEL Classification: I30, I31.

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RESUMEN

Introducción: en el entorno organizacional contemporáneo, la retención y atracción de talento se han convertido en desafíos críticos para el desarrollo y sostenibilidad de las empresas. Particularmente en el sector de repuestos automotrices en Cúcuta, estos retos se intensifican por la alta rotación de personal, lo cual conlleva no solo a una pérdida considerable de conocimientos y experiencia, sino también a costos elevados en contratación, capacitación y adaptación de nuevos empleados.

Objetivo: analizar la felicidad en el trabajo y su relación con el desempeño laboral de los colaboradores en la empresa Almacén y Taller Maquicentro Brucy S.A.S. para el año 2024.

Metodología: la investigación emplea una metodología cuantitativa con un diseño transversal. La muestra estuvo conformada por los veintitrés colaboradores, quienes respondieron cuestionarios específicos para medir la felicidad en el trabajo y el desempeño laboral.

Resultado: los resultados reflejaron un alto compromiso afectivo y sentido de pertenencia. Sin embargo, existió una baja satisfacción en cuanto a compensación económica y oportunidades de promoción, lo cual podría derivar hacia la desmotivación laboral.

Conclusiones: aunque la cohesión organizativa fortalece el clima laboral, se recomienda la implementación de políticas de compensación y desarrollo profesional para mejorar la retención de talento. Asimismo, es necesario optimizar la comunicación interna y el liderazgo para reducir el enfoque en aspectos negativos.

Clasificación JEL: I30, I31.

Palabras clave: administración, calidad de la vida laboral, felicidad, rendimiento laboral, satisfacción en el trabajo.

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INTRODUCTION

In the contemporary organizational environment, talent retention and attraction has become a critical challenge for the development and sustainability of companies (Gómez-Ortiz & Durán, 2023; Mujtaba & Mubarik, 2022). Particularly in the automotive parts sector in Cúcuta, these challenges are intensified by high staff turnover, which leads not only to a considerable loss of knowledge and experience but also to high costs in hiring, training, and adapting new employees (Chiavenato, 2007; Aguilar-Rascón, 2023). This situation can harm the quality of services, given the lack of stability in work teams, and projects an image of organizational instability to customers (Eslava-Zapata et al., 2024b; Ton & Huckman, 2007). Workplace happiness management is presented as a strategy that contributes to staff stability and retention since it has been shown that satisfactory work environments favor employee motivation, commitment, and performance (Montilla & Quiroz-Leal, 2024; Mejía et al., 2015; AlHamad et al., 2022). However, in the automotive spare parts sector in Cúcuta, there are no clear frameworks or defined strategies to implement happiness management practices that effectively improve the organizational climate and reduce staff turnover (Martínez-Carvajal et al., 2024; Salas-Vallina et al., 2018b). Although various studies support the positive impact of happiness at work on employee performance and satisfaction, there remains a need in this sector to understand how these strategies can be applied to contribute to organizational well-being and economic sustainability (Gómez-Galeano & Muñoz-Valencia, 2016; Castro-Martínez & Díaz-Morilla, 2020).

The purpose of this study was to analyze happiness at work and its relationship with employee performance at Almacén y Taller Maquicentro Brucy S.A.S. during the year 2024. To this end, a quantitative methodology with a cross-sectional design was applied, which will provide a timely perspective on the current status of both variables. Two specific questionnaires were used: one to measure happiness at work and another to evaluate job performance. The results facilitated the identification of relevant patterns and possible actions to optimize the work environment (Salas-Vallina et al., 2013; Koopmans et al., 2014).

METHODOLOGY

This study was quantitative, as it allowed for the analysis of the relationship between happiness at work and employees' job performance at Almacén y Taller Maquicentro Brucy S.A.S. A cross-sectional research design was used, which facilitated data capture at a single point in time, providing a detailed view of the company's current working conditions through 2024. The population consisted of twenty-three employees from the company, who represented the entire sample. Two specific instruments were used to collect the data: the first was a questionnaire to assess happiness at work based on the dimensions of individual commitment, job satisfaction, and affective organizational commitment, as proposed by (Salas-Vallina et al., 2018a, p. 30). The second instrument was a job performance questionnaire that measured the dimensions of work quality, responsibility, and leadership according to the scale developed by Koopmans et al. (2014, p. 337).

The "Happiness at Work" (Individual Commitment, Job Satisfaction, and Organizational Commitment) and "Job Performance" (Work Quality, Responsibility, Leadership, and Teamwork) instruments are structured on a 5-point Likert scale, which allowed us to measure participants' perceptions and attitudes toward their work environment. 1 indicates strongly disagree, 2 indicates disagree, 3 indicates indifferent, 4 indicates agree, and 5 indicates strongly agree (Tables 1 and 2).

Regarding the analysis and processing of the data, the collected data were presented in tables summarizing the results for each of the dimensions evaluated. This facilitated the identification of patterns and a comparative analysis between happiness and performance, highlighting key areas that could improve the organizational climate. The findings served as a basis for proposing strategies aimed at optimizing both employee satisfaction and performance, thus contributing to the company's organizational development.

Table 1.
Questionnaire to measure happiness

Items	Statements	1	2	3	4	5
Individual commitment: Schaufeli <i>et al.</i> (2002)						
1.	At work, I feel energized.					
2.	My work is full of meaning and purpose.					
3.	Time flies when I'm working.					
4.	I'm strong and vigorous at work.					

5. I'm enthusiastic about my work.
6. When I'm working, I forget everything else going on around me.
7. My work inspires me.
8. When I wake up in the morning, I look forward to going to work.
9. I'm happy when I look forward to going to work.
10. I'm happy when I'm absorbed in my work.
11. I'm proud of the work I do.
12. I'm immersed in my work.
13. I can continue working for long periods of time.
14. My job is challenging.
15. I let myself be carried away by my work.
16. I am very persistent in my work.
17. I find it difficult to "disconnect" from my work.
18. Even when things aren't going well, I keep working.

Job Satisfaction: Schriesheim & Tsui (1980)

19. I am satisfied with the nature of the work I do
20. I am satisfied with the person who supervises me
21. I am satisfied with my relationships with my colleagues
22. I am satisfied with the salary I receive
23. I am satisfied with the career advancement program
24. I am satisfied with my current employment situation

Affective organizational commitment: Allen & Meyer (1990)

25. I would be very happy to spend the rest of my career at this company.
26. I like to talk about my company when I'm away from it.
27. I truly feel as if this company's problems were my own.
28. I don't think I could ever be as committed to another company as I am to this one.
29. I feel like part of the family at my company.
30. I approach this company with excitement.
31. This institution holds a great deal of meaning for me.
32. I have a strong sense of belonging to my company.

Source: taken from Salas-Vallina et al., (2013, p. 30)

Table 2.

Questionnaire to measure job performance

Items	Statements	1	2	3	4	5
Task performance						
1.	I'm able to do my job well because I dedicate the necessary time and effort.					
2.	I've come up with creative solutions to new problems.					
3.	When I can, I perform challenging work tasks.					
4.	When I'm finished with the assigned work, I start new tasks without being asked.					
5.	In my work, I keep in mind the results I need to achieve.					
6.	I work to keep my job knowledge up to date.					
7.	I continue to seek out new challenges in my work.					
Performance in context						
8.	I plan my work so I can complete it on time and in the correct manner.					

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9. I work to keep my work skills up to date.
 10. I actively participate in work meetings.
 11. My work planning is optimal.
- Counterproductive work behaviors
12. I complain about minor issues at work.
 13. I discuss negative aspects of my job with my colleagues.
 14. I magnify problems that have arisen at work.
 15. I focus on the negative aspects of work instead of the positive aspects.
 16. I discuss negative aspects of my job with people who don't work for the company.
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Source: taken from Koopmans et al. (2014, p. 337)

RESULTS

Employees' perceptions of the company Almacén y Taller Maquicentro Brucy S.A.S. regarding the level of happiness at work

The results obtained from applying the instrument designed for this purpose are presented below. The participants' demographics reflected a predominantly male workforce, with 20 men out of 23 employees surveyed. Most employees were between 36 and 45 years old, with secondary education (11 employees), followed by technical training (9 employees). This suggests that this group has experience and stability in the sector but with limited academic training at higher levels, which could influence their professional expectations and motivation.

Regarding individual engagement, most employees indicated they feel energetic and motivated in their work, stating that they find purpose in the tasks they perform during their workday (Villegas-López et al., 2023). However, some workers report difficulty "disconnecting" at the end of their workday, which could interfere with their work-life balance. This situation suggests a need to implement policies that promote rest and digital disconnection outside of working hours (Table 3).

Table 3.
Individual Commitment

Item	1	%	2	%	3	%	4	%	5	%
1	0	0.00	2	0.09	6	0.26	8	0.35	7	0.30
2	0	0.00	0	0.00	7	0.30	8	0.35	8	0.35
3	0	0.00	2	0.09	11	0.48	8	0.35	2	0.09
4	0	0.00	1	0.04	5	0.22	8	0.35	9	0.39
5	0	0.00	1	0.04	6	0.26	10	0.43	6	0.26
6	0	0.00	5	0.22	6	0.26	6	0.26	6	0.26
7	0	0.00	1	0.04	4	0.17	10	0.43	8	0.35
8	0	0.00	3	0.13	8	0.35	6	0.26	6	0.26
9	0	0.00	0	0.00	5	0.22	12	0.52	6	0.26
10	0	0.00	2	0.09	8	0.35	6	0.26	7	0.30
11	0	0.00	0	0.00	2	0.09	9	0.39	12	0.52
12	0	0.00	0	0.00	4	0.17	12	0.52	7	0.30
13	0	0.00	2	0.09	5	0.22	9	0.39	7	0.30
14	0	0.00	0	0.00	6	0.26	6	0.26	11	0.48
15	0	0.00	0	0.00	7	0.30	11	0.48	5	0.22
16	0	0.00	0	0.00	4	0.17	10	0.43	9	0.39
17	2	0.09	5	0.22	5	0.22	8	0.35	3	0.13
18	0	0.00	0	0.00	5	0.22	11	0.48	7	0.30

Source: own elaboration

The results regarding job satisfaction were positive in terms of satisfaction with the role performed and interpersonal relationships within the organization. However, low satisfaction levels emerged in aspects related to salary and promotion opportunities (Gómez-Ortiz et al., 2020). These results highlight the importance of strengthening compensation and professional development as key factors for increasing long-term employee satisfaction and retention (table 4).

Table 4.
Job Satisfaction

Item	1	%	2	%	3	%	4	%	5	%
19	0	0.00	0	0.00	5	0.22	9	0.39	9	0.39
20	0	0.00	2	0.09	5	0.22	8	0.35	8	0.35
21	0	0.00	1	0.04	3	0.13	12	0.52	7	0.30
22	1	0.04	3	0.13	4	0.17	7	0.30	8	0.35
23	0	0.00	4	0.17	7	0.30	7	0.30	5	0.22
26	0	0.00	2	0.09	6	0.26	9	0.39	6	0.26

Source: own elaboration

The affective organizational commitment results reflected a high level of emotional attachment to the company, with several employees considering the organization as a “family” and feeling a strong sense of belonging (Triana-Pérez et al., 2024). This organizational cohesion and commitment suggest a positive work environment, which is conducive to job stability and performance, although specific aspects that could further improve employee experience require attention (Table 5).

Table 5.
Affective Organizational Commitment

Item	1	%	2	%	3	%	4	%	5	%
25	2	0.09	1	0.04	7	0.30	6	0.26	7	0.30
26	1	0.04	1	0.04	7	0.30	8	0.35	6	0.26
27	1	0.04	4	0.17	5	0.22	7	0.30	6	0.26
28	1	0.04	1	0.04	8	0.35	8	0.35	5	0.22
28	1	0.04	0	0.00	6	0.26	10	0.43	6	0.26
30	0	0.00	1	0.04	9	0.39	7	0.30	5	0.22
31	0	0.00	1	0.04	4	0.17	11	0.48	7	0.30
32	0	0.00	2	0.09	4	0.17	10	0.43	7	0.30

Source: own elaboration

Work performance of the employees of the company Almacén y Taller Maquicentro Brucy S.A.S.

Regarding task performance, employees demonstrated effective skills in planning and executing their tasks and a commitment to continuous skill improvement. However, some employees tended to focus on negative aspects of the work environment, which could impact their overall perception of satisfaction and the work environment as a whole (Table 6).

Strong identification with the company and individual commitment reflects a robust organizational culture, especially in terms of cohesion and a sense of belonging (Galiano-Coronil & Blanco-Moreno, 2024; Galvan-Vela et al., 2024). However, dissatisfaction with financial compensation and professional growth opportunities can lead to demotivation, affecting long-term talent retention (García-Tamariz et al., 2024; Roa-Espinoza et al., 2024). Furthermore, negative comments on minor aspects suggest possible deficiencies in internal communication or a perception of lack of support, which could impact the work environment if not addressed appropriately (Schaufeli et al., 2022; Schneck, 2013).

Table 6.
Job performance

Item	1	%	2	%	3	%	4	%	5	%
1	0	0.00	0	0.00	2	0.09	10	0.43	11	0.48
2	0	0.00	0	0.00	3	0.13	9	0.39	11	0.48
3	0	0.00	0	0.00	4	0.17	9	0.39	10	0.43
4	0	0.00	4	0.17	5	0.22	8	0.35	6	0.26
5	0	0.00	0	0.00	1	0.04	14	0.61	8	0.35
6	0	0.00	0	0.00	5	0.22	12	0.52	6	0.26
7	0	0.00	1	0.04	6	0.26	11	0.48	5	0.22
8	0	0.00	1	0.04	6	0.26	13	0.57	3	0.13
9	0	0.00	0	0.00	5	0.22	13	0.57	5	0.22
10	0	0.00	1	0.04	6	0.26	8	0.35	8	0.35
11	0	0.00	0	0.00	5	0.22	14	0.61	4	0.17
12	7	0.30	7	0.30	6	0.26	3	0.13	0	0.00
13	6	0.26	10	0.43	5	0.22	2	0.09	0	0.00
14	8	0.35	9	0.39	5	0.22	1	0.04	0	0.00
15	8	0.35	10	0.43	5	0.22	0	0.00	0	0.00
16	11	0.48	7	0.30	5	0.22	0	0.00	0	0.00

Source: Own elaboration

Integrative analysis

The findings of this study reveal a duality in the work experience of employees at Almacén y Taller Maquicentro Brucy S.A.S. On the one hand, a high level of individual and organizational commitment is evident, reflected in the work engagement, motivation, and sense of belonging that employees associate with their work. This emotional attachment, which some describe as a close, emotional relationship with the company, suggests that a cohesive organizational culture has been built and consolidated, a critical factor in competitive sectors such as the automotive industry. However, this scenario contrasts with dissatisfaction in key areas such as financial compensation and promotion opportunities, elements that, in the authors' experience, are decisive for talent retention and the sustainability of organizational performance.

Therefore, it is vital to note that the coexistence of strong emotional commitment with dissatisfaction with material aspects poses a challenge for human resource management. While emotional identification with the company acts as a buffer against immediate turnover, the persistence of unmet demands, especially salary and professional development demands, could gradually erode employee loyalty. This paradox highlights the need to balance strategies that strengthen emotional capital (such as internal communication and recognition) with concrete measures that address economic and growth expectations. In this way, human talent management would align with current models that integrate subjective well-being and tangible working conditions.

Additionally, the tendency of some employees to focus on negative aspects of the work environment, despite their overall commitment, indicates potential gaps in organizational climate management. This phenomenon could be interpreted as a symptom of a disconnect between formal policies and their practical implementation or as a consequence of the lack of effective mechanisms for channeling concerns. Figure 1 shows a representation of the main positive and negative aspects identified in employees' work experience.

The triangulation of the results obtained underscores that successful talent retention in industrial contexts does not depend exclusively on emotional or material factors but rather on strategic integration (Dodanwala et al., 2023; Ghani et al., 2022; Jibril & Yeşiltaş, 2022). The high organizational commitment observed in the company coincides with the findings of Mejía et al. (2015) and Federico-Valle et al. (2024), who highlight that work environments with strong emotional identification favor stability and productivity. In line with Gómez-Galeano and Muñoz-Valencia (2016), this study confirmed that employees' emotional identification with the company is a critical factor for job stability in highly competitive sectors such as the automotive industry.

Figure 1.
Comparative matrix of work experience at Almacén y Taller Maquicentro Brucy S.A.S



Source: Own elaboration

Note: the figure appears in its original language

DISCUSSION

However, dissatisfaction with salary and promotion aspects exposes a latent risk, supported by the findings of Ton & Huckman (2007), who warn that a lack of equity in compensation and growth opportunities can erode loyalty, even among committed employees. These shortcomings have been documented in recent literature by studies that address how salary, in relation to other organizational variables, can moderate the intention to leave (Flores-Salazar et al., 2024; Jolly et al., 2021; Sainju et al., 2021). Therefore, the empirical evidence obtained in the present study underscores the importance of companies reassessing their compensation structure and considering establishing clear growth paths, which would improve job satisfaction and, consequently, organizational performance (Quiroz-Leal, 2021; Rincón-Saravia et al., 2024).

This scenario demands a review of compensation and professional development policies. As García-Tamariz et al. (2024) suggest, implementing incentive schemes linked to clear goals and training programs could mitigate demotivation. Furthermore, proactive management of the work environment through leaders trained in assertive communication aligns with the proposals of Chiavenato (2007), Curcuruto & Griffin (2023), and Arévalo-Ortiz et al. (2024), who emphasize that poor internal communication generates a focus on negative aspects, while training in communication and conflict management skills for leaders and supervisors can help build a healthier work environment.

In this sense, the adoption of structured feedback channels, as proposed by Méndez-Suárez et al. (2023), would transform criticism into opportunities for improvement, strengthening team cohesion. Furthermore, establishing a system of clear promotions and training programs to develop skills makes it easier for employees to visualize growth within the organization, which increases their motivation and commitment (Lazzara et al., 2021; Sarián-González et al., 2023).

Finally, the demographic stability of the workforce, with a predominance of middle-aged employees with technical training, implies that strategies must adapt to a profile that values job security and recognition of experience, as pointed out by Galiano-Coronil and Blanco-Moreno (2024). Ignoring this characteristic, as Roa-Espinoza et al.

(2024) warns, would limit the impact of the initiatives, given that this group's expectations include both economic stability and respect for their careers.

This work highlights the importance of managing happiness and professional development in the automotive parts sector, providing a framework for future research in similar contexts (Eslava-Zapata et al., 2024a). Comparison with previous studies supports the importance of integrating strategies that boost both job satisfaction and organizational performance to achieve a sustainable and productive work environment (García-Peñaloza et al., 2024).

CONCLUSIONS

The findings of this study establish that the organizational culture of Almacén y Taller Maquicentro Brucy S.A.S., characterized by high emotional commitment and a sense of belonging among employees, constitutes a fundamental pillar for internal cohesion and productivity. This intangible asset, which manifests itself in the perception of the company as a cohesive system, operates as a short-term retention mechanism, generating loyalty and intrinsic motivation. However, this positive scenario is strained by unresolved material demands, particularly in terms of salary and promotion opportunities, which emerge as critical factors that could undermine job stability if not addressed urgently. In this sense, the duality between emotional attachment and economic dissatisfaction reveals the need to integrate strategies that balance emotional well-being with tangible working conditions, following models that prioritize both relational capital and professional development. On the other hand, the tendency to focus on negative aspects of the work environment, despite widespread commitment, suggests deficiencies in organizational climate management. This phenomenon could be interpreted as an indicator of a disconnect between established policies and their practical implementation or as a consequence of fragmented internal communication. To mitigate this risk, it is imperative to strengthen two-way dialogue channels and train leaders in active listening and conflict resolution skills, transforming criticism into input for continuous improvement. Furthermore, the demographic stability of the workforce, with a predominance of middle-aged employees with technical training, requires adapting initiatives to a profile that values job security and recognition of their accumulated experience. Ignoring this particularity would limit the effectiveness of interventions, given that this group's expectations are linked to both economic stability and respect for their professional careers.

In summary, this study highlights that the sustainability of organizational performance in industrial contexts depends on the strategic alignment of three axes: (1) the preservation of organizational culture through practices that reinforce a sense of belonging; (2) the implementation of concrete measures to increase salary competitiveness and define clear career paths; and (3) the proactive management of the work environment, prioritizing effective communication and adaptation to the demographic characteristics of the workforce. Only through this comprehensive approach will it be possible to transform emotional loyalty into a lasting commitment, thus ensuring a productive, equitable, and resilient work environment in the face of the competitive challenges of the automotive sector.

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