Internal communication and work environment: A study in a Peruvian municipality

Comunicación interna y clima laboral: estudio en una municipalidad peruana

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Abstract

Within the complex context of municipal institutions in Peru, internal communication and work environment stand out as fundamental elements. Therefore, this study analyzes the relationship between these variables in 33 employees of the Los Órganos District Municipality in Piura. The approach adopted is positivist, with a descriptive-correlational level, a non-experimental design, and a cross-sectional analysis. Face-to-face surveys were used for data collection. The descriptive results were presented in frequency tables, while parametric tests, specifically Pearson's correlation coefficient, were used for inferential analysis. The findings reveal a positive and significant correlation between organizational communication and work environment, with a coefficient of 0.836 ($p < 0.000$). Furthermore, it was shown that communication influences various dimensions of the work environment, such as motivation ($r = 0.747$, $p < 0.000$), job satisfaction ($r = 0.843$, $p < 0.000$), and organizational culture ($r = 0.425$, $p < 0.000$). These results offer valuable insights for municipal administration, supporting the need to implement strategic improvements in communication infrastructure and foster an inclusive work culture. In sum, this study

provides clear evidence of the importance of strengthening internal communication channels to promote a positive work environment, which can significantly contribute to municipal institutional development.

Keywords: work environment, organizational communication, municipal management, employee motivation.

Resumen

Dentro del complejo contexto de las instituciones municipales en el Perú, la comunicación interna y el clima laboral se destacan como elementos fundamentales. Por esta razón, el presente estudio analiza la relación entre estas variables en 33 empleados de la Municipalidad Distrital de Los Órganos, en Piura. El enfoque adoptado es positivista, con un nivel descriptivo-correlacional, diseño no experimental y corte transversal. Para la recolección de datos se emplearon encuestas presenciales. Los resultados descriptivos se presentaron mediante tablas de frecuencias, mientras que para el análisis inferencial se utilizaron pruebas paramétricas, específicamente el coeficiente de correlación de Pearson. Los hallazgos revelan una correlación positiva y significativa entre la comunicación organizacional y el clima laboral, con un coeficiente de 0.836 ($p < 0.000$). Además, la comunicación influye en diversas dimensiones del entorno laboral, tales como la motivación ($r = 0.747$, $p < 0.000$), la satisfacción laboral ($r = 0.843$, $p < 0.000$) y la cultura organizacional ($r = 0.425$, $p < 0.000$). Estos resultados ofrecen perspectivas valiosas para la administración municipal, respaldando la necesidad de implementar mejoras estratégicas en la infraestructura de comunicación y fomentar una cultura laboral inclusiva. En suma, este estudio aporta evidencia clara sobre la importancia de fortalecer los canales de comunicación interna para promover un clima laboral positivo, lo cual puede contribuir significativamente al desarrollo institucional municipal.

Palabras clave: clima laboral, comunicación organizacional, gestión municipal, motivación laboral.

Introduction

Communication and the organizational environment are recognized as fundamental elements for human development and the achievement of institutional objectives (Paredes, 2022). In this context, both organizational communication and work environment stand out as determining factors, as they significantly contribute to operational efficiency, motivation, employee identification, and satisfaction (Cortez, 2021).

It is noteworthy that various studies have addressed the relationship between these factors from different approaches and contexts. For instance, Gonzáles et al. (2021), in a study conducted across 210 public entities in Latin America, demonstrated that deficiencies in communication negatively impact job satisfaction by 46.6%, organizational climate by 55.9%, and service quality by 67.8%. Conversely, Montoya (2018) argues that, in the Mexican context, internal communication strengthens labor relations. Additionally, Muñoz & Solórzano (2023) indicate that in Ecuador, organizational communication tends to focus externally, primarily for political purposes. In the case of Peru, Escobedo (2020) identifies both communicative and technological deficiencies within municipal environments, while Rojas & Rodríguez (2018) recommend promoting better interaction among different hierarchical levels to improve work environment.

Collectively, these findings underscore the importance of effective internal communication as a means to optimize institutional performance. Hence, this research aims to analyze the relationship between organizational communication and work environment among employees of the Los Órganos District Municipality in Piura. Based on this, the following research question is posed: What is the relationship between organizational communication and work environment in this institution? The study aims to identify the levels of both variables and examine their linkage with aspects such as motivation, satisfaction, and organizational culture.

Organizational communication

Communication is fundamental for the development and consolidation of institutions, aimed at constructive improvement and active connection among their members. In this sense, Muñoz & Solórzano (2023) define organizational communication as the exchange of data, information, emotions, impressions, understanding, and unity among individuals. Similarly, Piedra (2020) views it as a mechanism that regulates the behavior of collaborators within the organization.

Regarding its dimensions, Carrillo (2023) identifies five essential components that allow for a comprehensive understanding of its scope and functioning. First, communication channels utilize oral, written, and verbal means to foster feedback and ensure effectiveness in information exchange. Second, essential communication promotes direct and open interaction between management and staff, thereby strengthening organizational cohesion through bidirectional channels.

Third, operational communication emphasizes the importance of speed and clarity in interactions between supervisors and subordinates, facilitating efficient coordination. Then, strategic communication aims to convey courtesy, kindness, and emotional recognition among organizational members, contributing to a conducive environment for healthy labor relations. Finally, the types of communication—downward, upward, and horizontal—enable the transmission of directives, feedback to management, and peer collaboration; the appropriate use of these types is crucial for organizational efficiency and success.

Work environment

According to Muñoz & Solórzano (2023), work environment refers to the environment surrounding the worker, understood as the set of conditions characterizing a specific situation. Paredes (2022) notes that work environment encompasses workspaces, interactions, and relationships among colleagues. Meanwhile, Carrillo (2023) defines the work environment as a distinguishing factor between organizations that influences both individual and institutional behavior. Additionally, Escudero (2023) warns that an organization lacking an adequate or favorable climate is at a disadvantage compared to others, negatively impacting its productivity and service quality.

The first dimension is motivation, which Paredes (2022) considers fundamental, as it drives greater effort to achieve business objectives. Based on the satisfaction of individual needs, a motivated employee tends to demonstrate better performance, along with stronger commitment and loyalty to the organization, which in turn generates multiple benefits for it.

The second dimension is job satisfaction, defined by Paredes (2022) as an emotional attitude that reflects a relative degree of satisfaction or dissatisfaction with work, distinguishing it from other employee attitudes.

Finally, the third dimension is organizational culture, which Paredes (2022) describes as the set of norms and social behaviors that define and distinguish an entity. This culture reflects how the organization adapts, resolves conflicts, and operates in general, constituting the social fabric that guides interactions and decisions within the work environment.

Literature review

At the international level, findings by Muñoz & Solórzano (2023) indicate that employees facing communication deficiencies with colleagues lack an adequate work environment. Similarly, Mullo (2022), in his study of the Sunflower company in Quito, concluded that organizational communication significantly influences the work environment of that institution. On the other hand, Ayón et al. (2022) found that a lack of communication negatively affects organizational planning. In line with this, Govea & Zúñiga (2020) highlighted that monetary incentives contribute to positive productivity. Furthermore, Espinoza et al. (2019) noted that a lack of communication and training generates demotivation, while the absence of communication policies leads to dissatisfaction among workers.

In the Peruvian context, Siu (2023) revealed that 74.9% of workers at the Huánuco Municipality perceive organizational communication at a normal level, while 17.3% consider it low and 7.8% assess it as high. In terms of downward communication, a normal level predominates among 63% of participants, and horizontal communication is perceived as normal by 79.8%. In summary, the predominant level of organizational communication in this municipality is normal, reaching 74.9%.

On the other hand, Pasco (2023) found that 45% of workers at the Pomalca Municipality rate organizational communication at a normal level, 30% consider it low, and the remaining 25% perceive it as high. Similarly, Cerdán (2023) concluded that 72.5% of employees at JSM Engineering and General Services S.R.L. in Cajamarca rate internal communication as "good," while 27.5% consider it "deficient." Regarding organizational culture, 51.4% perceive it as "average," 27.4% as "good," and 11% as "deficient."

Additionally, Cancino (2022) reported that levels of organizational communication and work environment range from moderate to low, finding a Spearman correlation of 0.875 between both variables. Díaz & Vásquez (2022) indicated that 90% of workers express satisfaction with communication in their organization and confirmed a significant correlation between organizational communication and job satisfaction. Furthermore, Paredes (2022) demonstrated a positive and significant correlation between organizational communication and work environment among employees of a company in Cajamarca, with a Spearman coefficient of 0.602 and a significance level of 0.000.

Finally, Piedra (2020) also reported a high Spearman correlation of 0.809 between organizational communication and job motivation, demonstrating a significant association between these variables.

Methodology

This study is framed within the positivist paradigm, employing a theoretical and quantitative approach, and corresponds to a descriptive-correlational level. According to Hernández Sampieri (2014), this research is basic in nature, as its primary objective is to optimize scientific theories for a better understanding of the studied phenomenon. Moreover, the adopted design is non-experimental, cross-sectional, and retrospective.

The population consisted of 36 workers from the Los Órganos District Municipality, distributed across various areas: Social Development, with 4 collaborators; Public Services, with 9; Citizen Security and Transport, with 10; Tourism and Economic Development, with 5; Territorial Development and Infrastructure, with 4; and Tax Administration, with 4 collaborators. To select the unit of analysis, a probabilistic sampling method was applied, specifically simple random sampling, to ensure viability and accessibility. Thus, 33 workers performing different functions within the municipality were selected.

For data collection, surveys were employed, using two questionnaires as instruments due to their reliability and effectiveness in evaluating the phenomenon under study. It is important to highlight that the main instrument was a questionnaire composed of 41 items, utilizing an ordinal Likert scale with the following evaluation criteria: never (1), almost never (2), almost always (3), and always (4).

Once the questionnaires were developed, addressing different dimensions and aspects related to organizational communication and work environment, they were administered in person. This allowed workers to respond to the questionnaire in a single session, which took approximately 30 minutes.

To validate the instrument, expert judgment was employed, while a pilot test was conducted with a group of 10 workers from the Los Órganos Municipality, Piura, to ensure reliability. After collecting and consolidating the information, the data were organized in a matrix using statistical software Excel 2019 and SPSS 24. According to the Cronbach's alpha coefficient, the reliability of the instrument was 0.895 for organizational communication and 0.772 for work environment, indicating adequate internal consistency, as shown in the following table:

Table 1

Reliability statistics

Reliability statistics		
Dimension/Variable	**Cronbach's Alpha**	**N of Items**
Variable 1: Organizational communication	0.895	15
Variable 2: Work environment	0.772	24

Results and discussion

This section will present and analyze the results obtained from the survey conducted with a sample of 33 workers from the District Municipality of Cancas. To ensure a rigorous and detailed study, SPSS and Excel software were utilized, facilitating the processing and interpretation of the collected data.

Descriptive statistics:

Table 2

Levels of the organizational communication variable

Category	**Organizational communication**	
	Frequency	Percentage
Low	2	6%
Medium	12	36%
High	19	58%
TOTAL	33	100%

Source: Survey conducted among workers of the District Municipality of Cancas, 2024

Table 2 reveals that 58% of the surveyed employees perceive a high level of organizational communication, while 36% rate it as medium and only 6% evaluate it as low. These results highlight that, overall,

the District Municipality of Cancas maintains adequate levels of organizational communication among its collaborators.

Table 3

Levels of the dimensions of the organizational communication variable

	Communication channels		Essential communication		Operational communication		Strategic communication		Types of communication	
Rating scale	**F**	**%**	**F**	**%**	**F**	**%**	**f**	**%**	**f**	**%**
Low	8	24%	4	12%	5	15%	5	15%	2	6%
Medium	15	45%	10	30%	15	45%	17	52%	15	45%
High	10	30%	19	58%	13	39%	11	33%	16	48%
Total	**22**	**100%**	**33**	**100%**	**33**	**100%**	**33**	**100%**	**33**	**100%**

Source: Survey conducted among workers of the District Municipality of Cancas, 2024

According to the data presented on the dimension "Communication Channels," 45% of collaborators consider the use of these channels to be at a medium level, while 30% perceive it as high and only 24% classify it as low. This analysis indicates that the municipality promotes the use of effective channels—verbal, written, and electronic, such as email—though there is still a need to improve their application to optimize job performance.

Regarding the dimension "Essential Communication," 58% of collaborators rated it as high, 30% placed it at a medium level, and only 12% considered it low.

With respect to "Operational Communication," 45% evaluated it at a medium level, 39% classified it as high, and 15% perceived it as low. These results, while positive, suggest an ambiguous relationship between supervisors and collaborators, indicating some lack of clarity and transparency that could hinder effectiveness and coordination within the work environment.

Conversely, "Strategic Communication" was rated at a medium level by 52% of collaborators, while 33% considered it high and 15% rated it as low. These data reflect a communication characterized by cordiality, kindness, and openness to dialogue, although they also indicate that there are aspects that require improvement.

Finally, concerning "Types of Communication," 48% rated it as high, 45% as medium, and 6% as low. These findings indicate encouraging results in vertical communication (from supervisor to collaborator), as well as in horizontal and upward communication. Nonetheless, they also highlight areas that require attention to further optimize communicative effectiveness in the workplace.

Table 4

Levels of the work environment variable

Category	**Work environment**	
	Frequency	Percentage
Low	1	3%
Medium	19	58%
High	13	39%
TOTAL	33	100%

Source: Survey conducted among workers of the District Municipality of Cancas, 2024

Table 4 shows that, among the survey participants, 58% of employees perceive the work environment at a medium level, while 39% classify it as high and only 3% consider it low. These results indicate that the Provincial Municipality maintains satisfactory levels of work environment; however, they also demonstrate the need to strengthen existing mechanisms to preserve and enhance a positive work environment.

Table 5

Levels of the dimensions of the work environment variable

	Job motivation		Job satisfaction		Organizational culture	
Rating scale	**F**	**%**	**F**	**%**	**F**	**%**
Low	8	24%	5	15%	0	0%
Medium	16	48%	13	39%	3	9%
High	9	27%	15	46%	31	91%
Total	**33**	**100%**	**33**	**100%**	**33**	**100%**

Source: Survey conducted among workers of the District Municipality of Cancas, 2024

According to the data presented in Table 5, concerning the first dimension, "Job Motivation," within the second variable analyzed, 48% of employees rate the level of motivation in the Provincial Municipality of Cancas as medium, while 27% classify it as high and 24% perceive it as low. Although these results reflect a predominantly positive perception, they also indicate areas of opportunity to strengthen employee motivation. In this regard, it is recommended to implement strategies such as training programs, financial incentives, public recognition of individual efforts, and the potential for permanent contracts to foster greater commitment and enthusiasm among workers.

Regarding the dimension "Job Satisfaction," 46% of respondents rate it as high, 39% as medium, and 15% as low. These results suggest that the municipality has succeeded in consolidating a work environment that is well-regarded by most of its collaborators. Factors such as flexibility in managing work hours, timely granting of permits, competitive economic compensation aligned with the market, and adequate infrastructure and equipment for efficient task performance stand out. However, opportunities for improvement have been identified, such as implementing activities that promote family integration among workers and conducting training in occupational safety and health. These actions could significantly contribute to enhancing well-being and job satisfaction within the institution.

Finally, concerning the third dimension, "Organizational Culture," it is noteworthy that 91% of participants rate it as high, while 9% consider it to be at a medium level. These results reflect a highly favorable work environment characterized by mutual support and collaboration among colleagues, active participation in events organized by the municipality, strict adherence to institutional policies, and respect for municipal regulations and the established dress code. Furthermore, these findings underscore the strong corporate image that the municipality projects to society, demonstrating an institutional commitment that reinforces its reputation and internal cohesion.

Inferential statistics:

During the process of compiling results, the normality test was initially conducted. Considering that the sample consists of 33 elements, the Shapiro-Wilk statistical test was applied, which indicated that the data exhibit a normal distribution. Consequently, the parametric Pearson correlation coefficient was used, as detailed in the following table:

Table 6

Normality test

	Shapiro-Wilk		
	Statistic	**df**	**Sig.**
Organizational communication	0.936	33	0.053
Work environment	0.979	33	0.743

Source: SPSS analysis

Testing the general objective and hypothesis:

Table 7

Correlation between organizational communication and work environment variables

Pearson correlations			
		V1: Organizational communication	**V2: Work environment**
V1: Organizational communication	Correlation coefficient	1.000	**0.836****
	Sig, (two-tailed)		0.000
	N	33	33
V2: Work environment	Correlation coefficient	**0.836****	1.000
	Sig, (two-tailed)	0.000	
	N	33	33

Source: Results of the variables

Table 7 shows a correlation with a Pearson coefficient of 0.836, reflecting a very strong positive relationship between organizational communication and work environment. Additionally, a significance value of 0.000 is noted, which is below the conventional threshold of 0.05. This result supports the rejection of the null hypothesis (H0), which proposed the absence of correlation between the two variables, thus favoring the alternative hypothesis (H1), which confirms the existence of a significant correlation. Therefore, it can be concluded that effective organizational communication is closely linked to a favorable work environment.

Testing the specific objective and hypothesis 2:

Table 8

Correlation between organizational communication and job motivation

Pearson correlations			
		V1: Organizational communication	**D1: Job motivation**
V1: Organizational communication	Correlation coefficient	1.000	**0.747****
	Sig, (two-tailed)		0.000
	N	33	33
D1: Job motivation	Correlation coefficient	**0.747****	1.000
	Sig, (two-tailed)	0.000	
	N	33	33

Source: Survey conducted among workers of the District Municipality of Cancas, 2024

Table 8 reveals a significant correlation, indicated by a Pearson coefficient of 0.747, which denotes a high positive relationship between organizational communication and job motivation. This finding is strongly supported by a significance value of 0.000, lower than the conventional threshold of 0.05. Consequently, the null hypothesis (H0), which posited the absence of correlation between the two variables, is rejected, and the alternative hypothesis (H1), confirming the existence of a significant relationship, is accepted. In summary, these results suggest that adequate levels of organizational communication are closely linked to higher job motivation.

Testing the specific objective and hypothesis 3:

Table 9
Correlation between organizational communication and job satisfaction

Pearson correlations			
		V1: Organizational communication	**D2: Job satisfaction**
V1: Organizational communication	Correlation coefficient	1.000	**0.843****
	Sig, (two-tailed)		0.000
	N	33	33
D2: Job satisfaction	Correlation coefficient	**0.843****	1.000
	Sig, (two-tailed)	0.000	
	N	33	33

Source: Survey conducted among workers of the District Municipality of Cancas, 2024

Table 9 demonstrates a statistically significant correlation, represented by a Pearson coefficient of 0.843, highlighting a very high positive relationship between organizational communication and job satisfaction. This finding is supported by a significance value of 0.000, which is below the conventional threshold of 0.05. Therefore, the null hypothesis (H0), which proposed the absence of correlation between the two variables, is rejected, and the alternative hypothesis (H1), confirming the existence of a significant relationship, is accepted. In summary, these results indicate a positive association between high levels of organizational communication and greater job satisfaction.

Testing the specific objective and hypothesis 4:

Table 10
Correlation between organizational communication and organizational culture

Pearson correlations			
		V1: Organizational communication	**D3: Organizational culture**
V1: Organizational communication	Correlation coefficient	1.000	**0.425***
	Sig, (two-tailed)		0.000
	N	33	33
D3: Organizational culture	Correlation coefficient	**0.425***	1.000
	Sig, (two-tailed)	0.000	
	N	33	33

Source: Survey conducted among workers of the District Municipality of Cancas, 2024

Table 10 shows a statistically significant correlation, represented by a Pearson coefficient of 0.425, indicating a moderate positive relationship between organizational communication and organizational culture. This result is strongly supported by a significance value of 0.000, which is below the conventional threshold of 0.05. Therefore, the null hypothesis (H0), which proposed the absence of correlation between the two variables, is rejected, and the alternative hypothesis (H1), confirming the existence of a significant relationship, is accepted. In conclusion, these findings suggest a positive association between adequate levels of organizational communication and a favorable organizational culture within the municipality.

Discussion

The general objective of this study was to determine the relationship between organizational communication and work environment among 33 collaborators at the Los Órganos District Municipality during the year 2024. This aligns with the assertions of Hernández et al. (2014), who highlight communication as a

fundamental axis for institutional development. The results confirmed a significant relationship between both variables, consistent with the findings of Mullo (2022).

Regarding the first specific objective, it was established that the majority of workers perceive organizational communication at a high level, reflecting the existence of effective mechanisms for information transmission, as noted by Díaz & Vásquez (2022). However, areas for improvement were identified, in line with the observations of Siu (2023), as 6% of employees rated it as low, indicating potential challenges in the reception and transmission of information that require attention.

Concerning work environment, the results showed a predominantly medium perception, indicating a neutral or balanced environment. Nonetheless, the 3% of workers who perceive a low work environment highlights the need for corrective interventions, a situation similar to that reported by Pasco (2023) in the Provincial Municipality of Pomalca.

On another note, the second specific objective confirmed a significant relationship between organizational communication and job motivation, coinciding with the findings of Piedra (2020). Similarly, the third objective established a significant relationship between organizational communication and job satisfaction, consistent with the results of Cancino (2022) and Díaz & Vásquez (2022). Finally, the fourth objective evidenced a relationship between organizational communication and organizational culture, in line with Cerdán (2023), who argues that organizational culture acts as the social fabric that guides interactions and decisions within an institution, directly influencing its identity and overall functioning.

Conclusions

The study has confirmed the fundamental importance of organizational communication and its direct relationship with work environment, two essential factors for efficient performance in public institutions. The results demonstrated that effective organizational communication fosters a positive work environment, significantly contributing to employee satisfaction and motivation. Additionally, it was identified that a strong organizational culture is closely linked to high levels of commitment and cohesion among workers, key aspects for achieving institutional objectives.

Furthermore, descriptive and inferential analyses revealed that the majority of employees perceive high levels of both organizational communication and work environment, supported by a Pearson correlation coefficient of 0.836, indicating a positive and significant relationship between the two variables. Moreover, job motivation and satisfaction, along with organizational culture, showed positive correlations with organizational communication, highlighting the need to maintain effective internal communication to promote a favorable and collaborative work environment.

Finally, this research provides valuable evidence to guide future interventions in the field of public management, recommending that efforts to optimize internal communication be complemented by improvements in infrastructure and technological resources. In this way, it will be possible to consolidate a conducive work environment where organizational communication is not only perceived as a means of information transmission but as an essential pillar for the well-being, efficiency, and professional development of employees.

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