

# The Influence of Compensation on the Quality of Work Life in A Company In Southern Sonora

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## ABSTRACT

The most valuable resource that a company or organization has is undoubtedly human capital, which is why companies must create strategies that motivate workers, such as having a compensation program that helps in the quality of work life and thus manage to keep their staff. This research work was carried out in a company in southern Sonora, with the participation of both operational and administrative personnel. The objective of this work is to evaluate the influence that compensation has on the quality of work life of the workers of a company in southern Sonora, through the application of an instrument and a focus group, this to generate a proposal for improvement of its workers. The methodology applied is mixed, quantitative and qualitative, the dimensions of quality of life, organizational management and organizational performance were evaluated. The answers were given through a Likert scale, with the results of: quality of life with 89.0%, organizational management with 90.8% and organizational performance with 89.2%, with the dimension of organizational management being the best evaluated. A focus group was also held which made us aware that the influence of compensations is favorable, since it helps them in their family economy. Based on the results, it is concluded that the influence of compensation on the quality of work life in the workers of a company in southern Sonora is positive, since it greatly helps in the quality of work life of the workers.

**Keywords:** mixed, quantitative, southern, quality, work.

## 1. INTRODUCTION

The influence of compensation on the quality of work life of companies in southern Sonora is affected by not having a remuneration system to boost efficiency in the production of the most valuable resource it has. The quality of work life (QOL) is related to working conditions, these are all the characteristics that can influence the safety, well-being and health of the worker, occupational risk is the probability that a worker will suffer some damage as a result of their work, it refers to some disease, pathologies such as work stress, burnout and injuries suffered due to activities carried out within the company (Castro et al., 2018).

Currently, companies seek to attract, motivate and retain human talent, both recent and already working for some time, through compensation systems with the purpose or objective of avoiding excessive turnover and increase in productivity. These compensation systems are strategies used by organizations to recognize and reward the work of their employees; in the past, workers received compensation to cover basic needs, today, these play an important role since their well-being within the company and therefore the quality of work life often depend on them (Barbosa et al., 2022).

In an employment relationship between company and worker, it is the compensation systems such as salaries, incentives, social benefits, recognitions and increases, which act positively in relation to the satisfaction of workers, for this reason it is of utmost importance that organizations have strategic plans based on remuneration and these themselves carry them out by granting them a certain budget. These strategies can be defined by getting to know your staff better, both in personal and professional life and letting your employees know what strategy the company uses on how to grant compensation and the importance of having a quality of work life and therefore meeting organizational objectives. (Flórez, 2019)

### 1.1 Background

With the globalization that is currently being experienced, where there are no labor barriers, organizations are looking for the best human capital, since this will allow them not only to increase their production levels and optimize their services provided, but also to keep them in the market competing better with their opponents.

This situation is not so easy, because human capital has new ideas and this implies that they not only look for a job but that it is well paid and there are also other factors that motivate them to stay in that organization. (Yance, 2018)

Nowadays, talking about the Quality of Work Life in organizations is of great importance, because this topic encompasses all efforts to increase productivity, improve the well-being of employees and everything that surrounds them in the organization. Although its measurement is a challenge due to its dynamic, complex and multidimensional nature, it is still a concept that is considered key to the economic development of an organization, since it helps to increase the production of goods and services, competitiveness and above all to improve the conditions of workers (Martínez et al., 2013).

According to Baitul (2012), the quality of work life or quality of life at work (QOL) refers to how the employees of an organization perceive it, that is, whether or not they are satisfied with their work and with everything that surrounds them within the company, in this way the well-being and development of the working conditions of human capital can be evaluated. and whether it is positive or not, it also impacts the functioning of the organization. (Velazco, 2018)

For Patlán (2017), in order for the worker to enjoy a good quality of life in their work environment, it is necessary for them to have a rewarding and enriching job, which provides balance and well-being in their personal and family commitments, which is satisfactory and provides work and/or professional development in pleasant conditions and in a favorable environment. that he appropriately remunerates economically the work performed; The ideal occupation should be reliable and beneficial to health, providing autonomy and complying with a legally established schedule, where the employee is given the opportunity to be involved in decision-making, is recognized for their performance, obtains constructive opinions, and is treated fairly and impartially (Castro et al., 2018).

A study conducted by Quiroz et al. (2021) called Quality of work life of the human capital of the Ministry of Health in southern Sonora, of a private hospital, carried out research in order to determine the quality of work life of the human capital of a certain hospital. First-hand information was obtained through a mixed research, that is, interviews were used which contained quantitative and qualitative questions, these interviews were applied to a total of 135 people, of which 27.3% belong to the medical area, 28.7 to nursing, 8% to paramedic, 13.3% administration and 22.7% to a related position. The results showed that quality of life has to do largely with the worker's seniority, area and position held. Based on these results, it is possible to determine the areas in which the hospital will have to focus its strategies to improve both the quality of work life and the performance of workers.

In this same sense, Velazco (2018) in his article called The Quality of Work Life and the Study of Human Resources, carries out a study with the aim of determining the main variables or components that are related to the concept of Quality of Work Life. This research is carried out through a search of scientific articles published in the last seven years, from 2012 to 2018, according to the terms of quality of work life, organizational variables, quality of life at work and its variables, quality of life at work and its relationships; all this by assessing the perception of workers in their work environment. The results of this research are that the main variables related to the quality of work life are: management coaching, work effort, social responsibility of the organization, staff turnover, workplace harassment, organizational change and intellectual disability; all this carried out based on human behavior within the company.

On the other hand, a research carried out by Castro et al., (2018) entitled A perspective of the Quality of work life, is about knowing the aspects that make up the quality of work life and this was carried out using a qualitative method. An analysis of the concepts of quality of work life of different authors and organizations was carried out, which associate it with the level of income and the security offered by employment, although they also have to do with the characteristics of the work environment, since these play an important role in the well-being of the employee. In this conceptual research, it was concluded that each organization needs to develop its own strategies depending on its objectives and needs and always taking into account that the quality of life of the workers will be reflected in the performance of each employee.

A company's compensation system can be monetary or non-monetary; Monetary compensation refers to all the benefits, recognitions or rewards that the employee receives in cash or in kind and non-monetary compensation refers to awards or recognitions that have nothing to do with the economic, rather, it is related to the job, its conditions or the aspect of the environment. (Gómez, 2016)

Rocha (2016) in his thesis entitled Salary compensation as the axis of performance and productivity, the work is of a descriptive type where the existing compensation models and the advantages for the company are investigated, through the implementation of a stable salary policy in the organization. This research aims to define what salary policy is and what salary is and the types of existing salaries, and also to establish what compensation based on competition is based on. It is concluded that compensation models are important within each company, since they can retain existing personnel, attract the best human capital and therefore make the company more interesting in the market.

The purpose of this research is to determine the influence that compensation has on the quality of work life of the workers of a company in southern Sonora, to know if they really improve their life at work with the compensation system offered by the organization.

### **1.2 Problem statement**

For the International Labour Organization (ILO), decent work is summed up in the aspirations that people have during their working lives. This means having the opportunity to get a job that generates a fair income, having social security for families, having a safe workplace, being able to develop personally, being able to freely express their opinions, participating in company decisions and enjoying equal treatment for all, both women and men (Castro et al., 2018).

On the other hand, the World Health Organization (WHO) defines quality of life as an individual's perception of their position in life in the context of the culture and value systems in which they live and in relation to their goals, expectations, norms, and concerns. Based on this, the WHO considers it important to evaluate the quality of life of workers, especially to humanize employers that having quality of work life in their companies will not only bring benefits for the worker, but will also be reflected in the productivity of personnel, which is the most valuable resource within an organization (Quiroz et al., 2021).

For the proper functioning of the tasks of the employees, it is necessary that they are satisfied with the organization to which they belong, at least they must be guaranteed what the law establishes, due to modern theories of human management, the importance of motivating and encouraging employees has become notable, with the aim of achieving better performance from them. For example, it is necessary to develop the motivation of workers as a factor of efficiency, and for this it is important that they are compensated and in this way they are satisfied and consequently productivity will increase. (Ramírez & Ovalle, 2014)

Compensation, both monetary and non-monetary, is important for the employee, since it is appreciated as a reward for their daily work and on many occasions, it becomes a motivational factor for performance. Therefore, it is a goal for companies to give their workers the best benefits and fair compensation to their role. (Risso & Quispe, 2019)

Nowadays, one of the problems that most afflicts workers is work stress, and this manifests itself in discouragement, fatigue and low income, and for the company it is reflected in low productivity, excessive turnover and high costs in personnel selection and training. For this reason, companies are taking more into account the issue of quality of work life. Patlán (2017) states that a person spends a third of the day, or more, at work, so the quality of life at work is intended to improve the conditions of the work environment. It is a function that companies or organizations seek to increase productivity and one way to achieve this is by creating an environment where the quality of work life is present, since by ensuring that the worker is satisfied in his work, problems that affect the business will be avoided, in this way both the organization and the worker will have mutual benefits (Castro et al., 2018).

Regarding the above, the following research question is defined

What influence do compensations have on the quality of work life in the workers of a company in southern Sonora?

### **1.3 Research objectives**

#### **1.3.1 General objective**

The objective of this study is to evaluate the influence of compensation on the quality of work life in the workers of a company in southern Sonora, through the application of an instrument and a focus group, to generate a proposal for improvement of its workers.

#### **1.3.2 Specific objectives**

- ✓ Know the compensation system that the company manages to know if it benefits the worker and manages to improve their performance.
- ✓ Establish the relationship between the quality of work life and the compensation granted, to know if they influence their well-being at work.

### **1.4 Justification**

Currently, despite having a lot of information on the subject of quality of work life and compensation, there are companies that do not have strategies to have a healthy work environment and remunerate their workers, since they are the most important resource in an organization. This research is important to publicize the influence and relationship that compensation has on the quality of work life of workers and how important it is to have a reward system or program to have the worker satisfied and as a consequence manifest his quality of work life in his performance and high productivity for the company.

The aim is to analyze the compensation system that the company manages, how it influences the workers, if it is yielding the expected results and based on these results to make the company aware of how its staff feels about

the quality of work life and if it is necessary to create other compensation strategies. Keeping workers motivated is essential, since for them it is important that their effort is recognized and valued, which is why compensation is related to or is an important factor to have a quality of work life.

The results of this research may produce a change in the compensation program or in relation to the quality of work life in the company, hoping that it will benefit the workers first and the company in the same way, since, if an employee is satisfied, he will be a motivated and efficient person and will improve his productivity.

### 1.5 Limitations

When carrying out the research work, some limitations will arise, which may be that the application of the instruments will only be carried out in one branch, since the other is located in a different city and due to the distance the instruments will not be applied there, another limitation is that the instrument will not be answered by 100% of the workers since it will only be applied to a sample because the work of the company under study is mostly carried out outside the company at its request, for this reason it will be applied to a sample, although the population is small and the sample covers a good percentage of it.

Another limitation would be that the results are not very reliable because they do not answer truthfully because they feel committed to the company. As the work requires some workers to walk outside the company, it is limited to applying the instruments when the staff is available and this may not be complied with in a timely manner. The academic training of workers can limit their ability to adequately answer what is asked of them, since some of the concepts that are handled in the instrument may not be understandable to them.

### 1.6 Hypothesis

Ho. The influence of compensation on the quality of work life in the employees of a company in southern Sonora is positive.

H1. The influence of compensation on the quality of work life in the employees of a company in southern Sonora is not positive.

## 2. THEORETICAL FRAMEWORK

The following chapter presents the theoretical framework that supports each of the topics to be developed in this research, presenting extensive information alluding to the topic and with the purpose of publicizing the importance of compensation and the quality of work life in companies or organizations.

### 2.1 Compensation

In a company or organization, the Human Resources area is in charge of creating strategies that help to better meet its objectives, therefore, they design a compensation plan based on the needs of both parties, since it is the company's duty to reasonably remunerate its employees. These compensations are the total of all the remuneration given to workers in exchange for their services (Ricaurte et al., 2020).

For Werther & Davis (2008), compensation is the set of all the rewards and services that workers receive for their work, which should guarantee their satisfaction and help the company to maintain and retain a productive workforce, since, if they are not given appropriate compensation, it is easier for workers to have excessive turnover and therefore low productivity.

Compensation refers to the payment that an employee receives for the activities carried out in a company, this compensation is defined by the Human Resources area. Giving compensation gives employees the feeling of value to the organization, being part of a team and motivating them to achieve objectives within a pleasant work environment. Compensation is also an important part for the employee's nuclear family. A reward system in organizations not only seeks to attract, retain and motivate staff to avoid excessive turnover, but also seeks to have a more efficient working relationship with the worker and thus motivate him to achieve better performance, and as a consequence obtain an increase in the production of the organization. (Rocha, 2017)

Talking about compensation is not only talking about the salary and remuneration that employees receive in exchange for the activities they carry out inside or outside a company, it also implies communicating to employees the strategies that the organization implements to be able to grant these compensations, which are aligned with the objectives of the organization and are offered in order to motivate its staff and thus achieve more easily the objectives. (Flórez, 2019)

Montesinos & Moya (2019) prepared a thesis called Impact of compensation on the work performance of employees in companies in the back office services sector: Case of Corporación de Servicios Grupo Romero in the period 2018, in which they seek to determine the impact of monetary and non-monetary compensation. in relation to the performance of the workers of a back office services company. The research is through a quantitative approach, and it is intended to connect the variables of compensation and work performance in a corporate services company in 2018. A survey was applied to 482 collaborators and statistical software was used to analyze the results to obtain a better measurement. The results obtained indicate that, if there is a relationship between compensation and work performance, since the better compensation, the greater the work performance.

### 2.1.1 Components of offsets

Werther et al., (2014) mention that, in today's company, the term compensation encompasses more than salaries, wages, bonuses and incentives, since total remuneration includes other benefits, which is why this issue of payments is important in organizations, as it is a key part of its operation. A compensation system is fundamentally made up of two components, one that is related to monetary aspects and the other component to non-monetary aspects. (Gómez, 2016)

#### 2.1.1.1 Monetary compensation

Monetary compensation is understood as a remuneration in money for the performance of the work carried out by the employee with respect to the position or position he or she occupies within a company. Monetary compensation can be direct and indirect, within the direct form compensation includes cash payments such as salaries, bonuses, awards and commissions, on the other hand, indirect monetary compensation is given in the form of benefits for employees and become incentives such as vacations, overtime, utilities, food, transportation, among others that the company can offer based on its resources. Direct monetary compensation depends on the value defined by law as the minimum wage, while indirect monetary compensation is imposed by the organization under its criteria for the performance of activities, responsibilities and budgets. Indirect monetary compensation motivates workers to strive for higher productivity. (Risso & Quispe, 2019)

Werther et al., (2014) mention that among the most common benefits that companies provide to their employees are life insurance, accident insurance, daycare, medical insurance for major expenses, dental services, plans for the purchase of shares, promotion programs for sports activities, marriage bonus, benefits for the birth of a child, among others. For all these benefits, it must be taken into account that each organization decides according to its strategic plans and compensation system, which ones to grant and which not according to its compensation system. (Gómez, 2016)

#### 2.1.1.2 Non-monetary compensation

Non-monetary compensations are those that refer to any type of reward, award, recognition or gratuity, granted by the company and that do not generate a cash payment, they are mainly related to the job, with aspects of the work environment and working conditions. (Gómez, 2016)

There are certain tools that some companies use as non-monetary compensation for their employees, such as recognition, career plans and personal development, work-life balance, and social ties. These tools have had a great impact on achieving good performance in workers since through recognition their effort is valued, and through career plans they are guaranteed a professional projection within the organization where they demonstrate their potential and capabilities. (Risso & Quispe, 2019)

Non-financial compensation is that which is given to satisfy the worker in his psychological or physical environment that surrounds him, creating security at work. Non-financial compensation affects the employees of an organization psychologically or sociologically, in such a way that, if they are not applied well, it will cause dissatisfaction among the employees themselves and consequently poor work performance, thus affecting the company. (Yance, 2018)

### 2.1.2 Objectives of offsets

Integrating a compensation system into the company must be carried out from a perspective in which these compensations are attractive and become one of the reasons why applicants for a position want to belong to the organization. The objective of establishing a compensation plan in companies is to retain workers and minimize excessive turnover, in the same way they must guarantee the equality or superiority of compensation in relation to other organizations that are competing for personnel with characteristics similar to the profile of the company itself and thus motivate the best performance to increase productivity. (Pérez & Vargas, 2016)

According to Gómez (2016), a compensation or remuneration plan in a company is created with the main objectives of maintaining and retaining personnel, motivating them in their performance to achieve their goals, improving procedures and activities to achieve business objectives, achieving the professional growth of workers through the development of their skills, maintaining internal and external equity, generate satisfaction in employees and maintain a pleasant work environment that promotes productivity.

For Werther et al., (2014) one of the first advantages acquired by an organization with a striking compensation system is to attract, hire and retain the personnel that really matters to it, the most qualified; However, compensations have the objectives of: a) reducing the turnover rate, b) discouraging conflicts, c) advantages for recruiting personnel, d) satisfying the objectives of the workers, e) increasing productivity and f) obtaining a good work environment. Compensation systems are directly related to the performance shown by employees in an organization, they are given compensation based on their results and not for the time they have been working in the company, if the compensation is good and motivates employees, they will increase productivity and thus benefit both parties. company and worker.

## 2.2 Quality of life

Quality of life is a concept with several dimensions, as it encompasses the physical, psychological, and social. These dimensions influence people based on their beliefs, experiences, and perceptions of health. In turn, each of these dimensions can be analyzed objectively and subjectively in relation to their state of health, that is, that two people can have the same state of health, but have a very different quality of life. Based on the above, quality of life is understood as the feeling of well-being that a person can present with respect to their physical, psychological, and social state (Robles et al., 2016).

The World Health Organization (WHO) defines quality of life as an individual's perception of their position in life in the cultural framework and value system in which they live and in relation to their goals, expectations, standards, and concerns. It is a broad definition that has a complex influence on a person's physical health, psychological state, level of independence, social relationships and elements of their environment. Quality of life comprises three main dimensions, which are the physical, psychological and social dimensions. The physical dimension refers to health, that is, the absence of any disease or symptoms of disease; the psychological dimension has to do with the cognitive and affective state of the person, such as fear, anxiety, self-esteem, personal, spiritual and religious beliefs; The social dimension refers to how the individual perceives interpersonal relationships, roles in society, family support and work performance. (Rodríguez, 2017)

For Rubio et al., (2015) quality of life is determined as a state of physical, social, emotional, spiritual, intellectual, and occupational well-being that allows the individual to satisfy their individual and collective needs appropriately. The term quality of life has been studied by different disciplines and socially it has to do with an acquisitive capacity that allows people to live with basic needs covered, enjoy good physical and psychological health and a favorable social relationship. Quality of life is related to people's well-being and happiness and also has a lot to do with the value that the person gives to oneself.

### 2.2.1 Quality of working life

The quality of work life according to Caballero and Nieto (2015), is associated with different variables of the organization such as: a) work well-being, which is understood as the union of biological, psychological and social factors of employees in reference to their work activities as long as positive behaviors are presented, b) job satisfaction, which is the emotional response of workers regarding their responsibilities at work, c) engagement, which refers to the commitment and enthusiasm that employees have for their functions within the organization, and d) the dignification and humanization of work, which seeks to direct respect for the values of individuals within the work environment (Salas et al., 2021).

According to Casas et al., (2002) quality of life at work is a concept with several dimensions and is related to all aspects of work that are important for job satisfaction, motivation and performance. In the same way, they mention that the quality of life at work is a constant development where work activities are organized objectively and subjectively in relation to contributing to the growth of the staff. They also add that the quality of work life tries to harmonize the aspects of work that have to do with the employee experience and organizational objectives (Patlán, 2020).

For González et al., (2007) quality of life at work is defined as a multidimensional concept that seeks satisfaction through employment, it is the key to personal, family and social fulfillment, thus contributing to maintaining the economy and health. Quality of life at work aims to design healthy conditions throughout the work environment and identify the personal needs of employees in order to meet them. By creating quality of work life in the company, they maintain high levels of commitment from their employees and thus ensure them for a long time (Toscano, 2020).

According to Jokinen & Heiskanen (2013), the quality of work life consists fundamentally of five variables, the first, the way in which companies solve problems at work, the second, the influence of work, the third, the control of supervising all jobs, the fourth, the socialization in the work environment and the fifth, the rewards provided to workers. These variables are manifested in certain working conditions, so the quality of work life occurs slowly and makes it possible to study and compare it with qualitative studies, however, the quality of life at work has improved over time, especially in companies that have a more rigid structure and that had a high rate of resignations. (Velazco, 2018)

To talk about quality of work life is to talk about the appropriate treatment that the company has for its human resources, which must be based on respect, trust and communication between the employer and collaborator. In turn, quality of life at work includes aspects such as fair remuneration, decent working conditions, professional and personal development, a favorable, stimulating and creative environment, participation, equal opportunities, fair pay and the ability to participate (Ríos et al., 2015). The quality of work life also associates things about work such as schedules, pay, interpersonal relationships, employee satisfaction and work motivation; with all this, the existence of appropriate physical, economic, and organizational conditions is manifested where the employee will present greater productivity (Frías, 2021).

### 2.2.2 Background to quality of work life

The term quality of working life arose at the beginning of the twentieth century, a time in history when industrialized capitalist economies predominated, that is, they worked under a Fordist administrative and production model and manufactured in series. The work was focused on the division of tasks and the rigorous control of the efficiency of the same activities, in a few words it can be said that they only focused on increasing the efficiency and productivity of employees with the goal of reducing costs without considering at all the quality of work life. This situation resulted in high absenteeism, demotivation, high staff turnover and job abandonment, since the worker was not seen as part of the company but as a tool to achieve goals (Granados, 2011). In a short time, companies deteriorated and as a result new ways of managing emerged, including those that focused on what mattered to the people in the organization. After that moment, the concept of quality of work life began to take on importance in such a way that in the sixties the United States Department of Labor and the Ford Foundation established the use of this concept as we know it today. (Velazco, 2018)

The word quality of working life has developed over time, at the end of the Middle Ages it began to be a concern for public health and hygiene and then it was extended to human and labor rights. In the twentieth century, after the Second World War, industrialization brought with it economic development and improvements in the condition of life, associating it with the willingness to acquire material goods. The United Nations, in 1954, released a report on the definition and measurement of quality of life and this included indications on health, food, working conditions, housing, free time, security, environment and education.

Referring to the 1950s and 1960s, social well-being and its measurement acquire more relevance, then the questioning of material and social well-being begins, which produced personal well-being and this is how the concept of quality of life extends its composition by adding aspects of personal and social well-being in all its extensions. At the end of the 60s and the beginning of the 70s, subjective measures were incorporated into the term quality of life, this means that aspects such as personal feelings, happiness or satisfaction were included. From the 80s onwards, the concept was further strengthened and reflects social and individual aspects, both objective and subjective, physical, emotional, educational and work aspects. Since then, quality of life has been studied in the discipline of medicine and psychology. (Rodríguez, 2017)

Nadler & Lawler (1983) mention that the concept of quality of life at work appeared in the mid-seventies as an urgency to humanize work environments with relevance in the development of human resources and improve their quality of life. It was until before 1933 that companies worked with a very strict model where work was based on dividing tasks and increasing productivity for the economic benefit of the company. The movement on quality of life at work began especially in developed countries and this as a result of labor demands, causing companies to make positive changes and carry out quality of life programs at work. During the twentieth century, the quality of work life was considered a process whose purpose was to satisfy the needs of workers, this functioned as a strategy for the growth and competitiveness of organizations (Patlán, 2020).

### 2.2.3 Quality of work life benefits

Work occupation is the main contributor to raising people's quality of life, since, when an individual performs a job that is related to their ability and preference, they develop their personal growth and therefore increase their level of quality of work life. After this, it can be said that the quality of life at work has objective and subjective components, which help people to consider their work environment taking into account the working conditions and the relationship with their colleagues and with the company. The quality of work life also contributes to employees' attitudes and values and their sense of well-being because they have covered a need through their work (González et al., 2015).

Granados (2011) points out that establishing programs to improve the quality of work life in companies derives benefits for both parties, both for workers and for the company itself.

For the worker, these benefits are reflected in:

- Increased motivation
- Increased job satisfaction
- Worker Development
- Better performance of their duties
- Less staff turnover
- Fewer complaints
- Greater efficiency in the organization
- Reduced leisure time
- Reduction of work-related accidents or illnesses

And for the company they are reflected in:

- Increase productivity
- Improve financial performance
- Reduces operating costs
- Improve the ability to attract and retain the best employees

- Strengthens employee trust and loyalty
- Reduces absenteeism
- It strengthens reputation (Castro et al., 2018).

Work resources are great motivators in companies since they favor personal development and satisfy basic needs such as feeling the need to belong, the more work resources are provided, the greater the probability of having employees psychologically connected to the organization. Offering more work resources in a work environment brings with it more workers showing their skills and performance in their activities, since all this creates a great work commitment (Torres, 2023).

#### 2.2.4 Main models of quality of work life

A model is a tool that represents a reality that can allow a better description or a better analysis of the event to which it refers. Each model of the quality of work life shows the ideas of its author, as well as their relevance according to some definitions. Three models of quality of working life are described below, in chronological order.

##### 2.2.4.1 Walton's model (1975)

Walton (1973) says that the word quality of work life has been used to make known the environmental and human values that had been neglected due to technological advance, that the quality of work life is relative and with subjective and objective factors, therefore he proposes his own model of eight conceptual categories to evaluate the quality of work life so that it can be applied in different environments cultural and research (Quispe, 2021).

Walton's model focuses on the humanization of work to increase the quality of work life of workers, this model explains the benefits that employees must receive in a company for a good organizational climate to exist. Walton establishes eight important dimensions:

- Compensation: fair and adequate.
- Safety and health: reasonable working time, healthy physical environment, and personal well-being.
- Capacity building: this is work that is meaningful, non-repetitive, meaningful and that contributes to the production process.
- Continuous growth: possibilities to increase your job skills.
- Social integration: free of prejudice, egalitarianism and mobility.
- Regulation: Privacy and freedom of expression.
- Personal life space: balanced role of work.
- Importance of working life: social responsibility in the company. (Díaz, 2014)

##### 2.2.4.2 Hackman and Oldham model (1976)

The Hackman and Oldham model on the quality of work life is based on how the worker appreciates his work environment, on the characteristics of the position, with the aim of making known the importance of the essential factors that indicate job satisfaction through the quality of life at work, this model indicates five dimensions of the task and critical psychological states, which are:

- Variety of skills: when the job requires using various skills and talents.
- Task identity: when the person is allowed to carry out a complete task.
- Significance of the task: implies that its performance has a significant impact on the employee's work life.
- Autonomy: it is understood as when the work provides the staff with freedom, independence and discretion, both in design and execution.
- Task feedback: refers to when the execution of the work gives the staff the information that allows them to self-evaluate their performance (Quispe, 2021).

In order to use this model proposed by Hackman and Oldham in a real case, it is first necessary to make an assessment of the current scenario of each job based on each of the aforementioned dimensions. To carry out this assessment, they themselves developed a survey called job diagnosis, which measures each dimension of work separately, providing objective measures of effectiveness in it to finally achieve the motivational potential of the job, which is deduced as the total value of the work perceived by employees according to their motivation (Meñaca et al., 2017).

##### 2.2.4.3 Nadler and Lawler model (1983)

For Nadler and Lawler, the quality of work life is associated with the level of satisfaction that workers have in an organization when their human needs are met. Nadler and Lawler's model of quality of work life is based on four important aspects, which are:

- Participation of workers in the company's decisions.



- Restructuring of work through the enrichment of tasks and independent work groups.
- Innovation in the reward system, to intervene in the organizational climate.
- Improve the work environment through physical and psychological conditions, work schedules, etc.

The quality of work life in this model is decided by the satisfaction of human needs within the company, through an impartial participation of all workers, providing rewards to motivate them and thus improve the organizational climate and the work environment, which will benefit the company very significantly. (Romero & Gómez, 2020)

### 2.3 Organizational climate

The topic of organizational climate has led researchers to develop studies through which the degree of satisfaction of people according to various aspects of the organization is obtained. The organizational climate is understood as the representation of the stable characteristics of the company, which have dominion over the tasks, the behavior of the personnel and the environment in which the workers of an organization develop. The organizational climate establishes an excellent tool to achieve the change that is sought in an organization with greater efficiency, which is relevant today. Climate refers to everything that represents the environment of the organization in which employees carry out their work. (Armenteros & Esperón, 2018)

For Ameri (2020), the organizational climate is based on the sensitive or emotional state of each employee and how each of them reacts in different situations in the organization, such as communication, leadership, motivation, individual relationships, technology, decision-making, resources, among others. The organizational climate is considered as the pleasant or unpleasant environment in which the company is involved, taking into consideration its culture, commitment, entrepreneurship, innovation and satisfaction. The proper functioning of organizations occurs when their organizational climate is in harmony, admitting the emotional action of each employee of the company, and this has a significant impact on the conduct and behavior of each one (Olivera et al., 2021).

Evidencing the values, attitudes and beliefs of the members of a company is to talk about the organizational climate, which is important to be evaluated to know the problems or conflicts that workers may have among themselves, which make them feel dissatisfied with their work and are not appreciating a good climate within the organization. It is important to maintain a good work environment as this benefits the company in the performance of the employee and above all in their motivation to carry out their activities more effectively. (Acosta, 2019)

### 2.4 Organizational management

The word organizational management refers to planning, organizing, motivating and controlling, this seen in a general way, and individually it refers to foreseeing, ordering, attending to objectives, the incorporation of efforts and the effectiveness of the contributions of others in order to achieve the development of institutions. To have adequate organizational management it is necessary to have the staff motivated, make them feel part of the company, and thus be able to count on the good performance of human capital, all this will result in competitive advantages that will lead to an increase in the company's profits. Management is the set of activities to improve and strengthen the organization, have good human resources planning and budget, among others. (Carrión & Flores, 2022)

Organizational management focuses on seeking and obtaining the goals and objectives proposed by the organization, as well as providing positive results that can be measured and controlled in economic and financial terms. Management is a combination of knowledge and skills perfected by the leader, managing resources and guiding other workers to achieve results and the development of decision-making, organizational management is an assumption that involves the various administrative activities in a very descriptive way. That said, it can be said that management is a system that needs an effective operation and, above all, that generates value for the growth of the organization (Peña et al., 2020).

Companies focus their work on examining mechanisms that effectively ensure the management of human talent and all organizational processes, promoting improvements, establishing spaces that lead to self-development and thus achieve expected results. In this regard, organizational management is a process that allows companies to plan the tasks that lead to their proper functioning, carrying out the work, goals and objectives proposed by the institution with the purpose of obtaining favorable and profitable results. Organizational management contributes to the success of the organization, this because of its capacity for development by including productive processes as well as its members, consequently, it is considered key to make companies grow and create competitiveness in their environment. (Pulido, 2021)

According to Ramírez et al., (2018), putting organizational management into practice implies that organizations develop a participatory and constant structure where all the elements that make it up intervene actively and organized and the performance of tasks is carried out according to what is established. Organizational management is understood as the procedure of designing and maintaining an environment in which individuals,

working as a team, effectively achieve the objectives created by the organization. To manage is to create and organize the administrative process through good strategic planning (Alejandría et al., 2023).

#### **2.4.1 Job satisfaction**

Quality of work life refers to the personal and professional satisfaction that workers perceive from their organization. Various studies have shown that if employees have a favorable impression of their quality of life at work, this will be reflected in the achievement of the company's objectives. Analyzing the quality of life at work is a very important issue for companies since they currently work more to attract and retain human talent and increase the emotional bond with the organization by promoting general well-being. Even if organizations acquire new technology and invest in infrastructure, their shortcomings will not be solved if they do not invest in their most valuable asset, which is human talent, since no objective can be achieved with unmotivated workers (Lumbreras et al., 2022).

For some time now, organizations have begun to look inside them, to realize that the key element to grow and stay in the market is their human capital. In this way, interest in job satisfaction has grown in order to know the development of performance and adaptation to work, in order to provide a better quality of life within it. Job satisfaction can be defined as the attitude that the employee has towards their work, which is recognized by their beliefs and values, agreeing to develop their activities related to work processes. If the company maintains a high level of job satisfaction, this will be positively reflected in the company's results (Díaz et al., 2023).

Worker satisfaction is important to achieve good organizational results, their well-being is essential to generate good performance. Workers perceive job satisfaction as good or bad, depending on what the company provides them, they consider it positive when they feel competent to carry out their activities, when they achieve their work goals, when their work environment is favorable and especially when they receive support to get ahead in different situations in their lives. With all this, greater commitment to the company is created and the desire to quit their job decreases, in the same way it is relevant that the worker is provided with all the means they need to be able to perform and thus have the job satisfaction they are looking for (Frías, 2021).

#### **2.5 Organizational performance**

Organizations face challenges on a daily basis, this is because the world is increasingly competitive, for this reason it is necessary to adapt to changes through advantages and tools that allow them to control, continuously measure their performance in order to support management and decision-making. Organizational performance is the success of a company, through the efficient management of its resources, which are the means to achieve its objectives. Performance is largely based on the organization's ability to meet the challenges of the business environment. It is to verify that the company's objectives are met (Barrada et al., 2021).

According to Pérez & Cortés (2009), the term organizational performance refers to the results produced by the company from the dynamics of the internal and external variables that compose it. In other words, organizational performance shows the unitary behavior of the elements that intervene to achieve the objectives created, as well as financial results, quality, innovation, business environment, functional structure, customer satisfaction, market shares, among others. Organizational performance goes beyond the financial, since it also takes into account non-financial aspects that are related to the growth of the company, performance can be measured quantitatively and qualitatively, quantitatively through financial and market measures and qualitatively, through the capacity of the organization. The improvement of internal processes, task organization, adaptation to the environment, motivation, and others (Bernal et al., 2020).

Organizational performance is evaluating each person with respect to the development of their activities, objectives and results within the company, all this to obtain a better capacity and above all to know their contribution to the organization. Performance is evaluated by the behavior of each worker during a certain time, therefore, it is important to recognize the aspects that make organizational performance capable in companies and thus have a high level of competitiveness and ensure a good place in the market (Dávila et al., 2022).

Almaaitah et al., (2020) understand organizational performance as the result of the tasks that have been carried out in a company and its management of resources and investments, all this in order to achieve the goals set. Measuring business performance makes it easier for management to identify the company's situation, to prevent unfavorable situations that hinder its ability to sustain itself in the market of which it is a part. The non-financial measurement of organizational performance helps to concretize the relationship with customers since it points out to the organization the needs of its customers and does everything possible to meet them. The benefit obtained from measuring the performance of the organization is that it is oriented to go in the right direction so that they can attract, develop, and retain the most qualified human talent to achieve and meet the goals (Del Río et al., 2022).

##### **2.5.1 Leadership**

Leadership is a process of influencing people, since the leader must use his or her abilities to relate to various situations in the business environment, which must facilitate development with the environment and people to

effectively and efficiently direct the course of the company. A leader is another collaborator of the company, who must know each employee, know how to listen to them, help them promote their strengths, transmit the objectives of the organization and persuade them to achieve them. Being a leader symbolizes hard work because you must win their hearts and minds in order to commit them to take the company to the highest level of productivity, thus achieving its objectives. Leadership involves learning to shape the future (Sumba et al., 2022). A very important tool that a good leader must use is motivation, since through this you will obtain better performance and increase productivity, showing a great advantage over the competition. Leadership is responsible for expressing the desired future and at the same time creating a manual to achieve it, which must consider planning taking into account the characteristics of the environment, the company's previous results and its objectives to be met. Leadership is inspiring and influencing people or groups of people to achieve business success, a leader guides workers who have a problem in their performance so that they achieve their maximum performance, both individually and as a group (Lara et al., 2021).

According to Gemill & Oakley (1992), leadership is the way in which a person connects with another and influences them socially, in such a way that they interact with each other and depend on each other to achieve common goals. It can be said that leadership is a bond that is acquired over time between the leader and his follower with the aim of providing advice on the path to follow for the achievement of purposes. Leadership is an agreement between a person in authority and his or her social environment. The idea of leadership is related to a sociological procedure that is determined by the communication of the leader, the followers, and the situation in which the two participate (González et al., 2021).

There is no single definition of leadership, since it is a very complicated word that considers several elements of an individual's personality such as perseverance, initiative, creativity, patience, character, among other qualities. Leadership is the talent and ability that a person has to inspire and influence others to achieve business or personal goals together. The ability to influence is defined by the situation that is being presented. A true leader always has a positive impact on other people, using their abilities and guiding them to achieve the objectives of the company in which they work or in their personal life. Leadership is associated with the words power and authority. (Villar, 2019)

### 2.5.2 Motivation

Motivation refers to multiple impulses, desires, needs and similar forces, it is made up of all the elements that manage to provoke, maintain and guide behavior towards a goal, in other words, motivation leads us to satisfy a need. To be motivated is to associate oneself with an end. Motivation encourages the person to behave in a certain way or have a certain behavior in a specific situation. It is extremely important that organizations motivate their employees, since this will make them strive and be more interested in carrying out their daily tasks, if the worker satisfies their needs through their work, it will produce a favorable work environment for everyone. (Berardi, 2022)

Motivation becomes the instrument that increases a pleasant work environment, directing work to the achievement of business objectives and job satisfaction. In relation to this, Aguirre et al., (2019) believe that motivation recovers a high value in several aspects of life, so it is important to know that this can cause good work performance. Motivation is a will that helps to meet business objectives, coupled with this produces job satisfaction and therefore changes in people's behavior, creating dynamic behaviors. If a person is happy, they will always provide better results, regardless of the company where they work, and by being motivated, a commitment is created where the employee puts all their effort to carry out their tasks, which achieve business objectives (Ruiz et al., 2023).

In organizations, the motivation of human talent is essential, since this is a key component for their growth, motivation is expressed in positive positions among employees, also in work performance and improves the quality of work and family life. Motivation is also manifested in the quality of service provided to customers. Pedraza (2020) tells us that work motivation is not only related to the organizational climate, but also has to do with the social, political, economic, and cultural aspects of the worker's experience in society. Motivation is the response of good organizational performance and strategies to achieve employee satisfaction; motivation is achieved by building a good work environment, with flexible schedules, incentives, economic compensation, and opportunities for promotion (Quispe et al., 2023).

Nowadays, organizations are looking for a more committed staff, who are willing to perform their functions more efficiently, so motivating workers is seen as a complicated challenge for institutions, which want their employees to have a connection and commitment when they carry out their activities. It is important to know what motivates people's behavior in a company, so that managers create motivation programs to keep the company functioning and above all that their employees are satisfied and thus achieve organizational objectives (Zurita et al., 2023).

### 2.5.3 Teamwork

Teamwork is such an action that due to its difficulty the cooperation of several people is needed, which compromises a mutual need to share competencies, skills and knowledge. There must be a connection of trust between colleagues in order to achieve the proposed mission. It is common that during teamwork problems appear among the members, since each member has his or her own personality and point of view regarding the activity they must perform, this can lead to poor performance, so it is of utmost importance that everyone is on the same page to be able to carry out the work entrusted to them. This will make them really able to work as a team. In a work team there must be coordination, a common objective, integration of its members, prioritization of the objective, efficiency, effectiveness and communication. (Balmon, 2022)

Working as a team requires that each participant contributes with their talents, their good energy, that they are in constant communication with the rest of the team and thus achieve a group dynamic that leads the institution to satisfactorily conclude with its goals or objectives. To have a good basis in teamwork, it is necessary to create commitment, responsibility and trust, as well as efficiency and quality in the results. Working together makes it easier for its members to develop, to create leadership and above all to enjoy their work more, since with the commitment of each one good results are seen. It is noteworthy that putting teamwork into practice in any company reduces hierarchical levels and decision-making is shared for the lower levels of the hierarchy. (Klijn & Garrido, 2021)

One of the benefits of working in a team is that it favors the relationship between colleagues when making decisions and solving problems that have some difficulty. In some areas within the company, teamwork is essential, as it helps more efficiently to solve problems. According to Caicedo (2019), teamwork is a definition that encompasses in itself the union and transformation of the company, it is equivalent to productivity, competitiveness and achievement of objectives, it is the need to continuously improve and make organizational changes to achieve the mission and vision created, allowing to guide the behavior of workers towards the goal of achieving maximum quality and productivity. (Melitón, 2021)

### 2.5.4 Job Performance

Work performance is the way in which employees strive to work effectively and thus achieve the goals of the organization, that is, work performance is how employees develop their activities. Work performance is the merit that the worker is expected to contribute to the company in a given period of time, it is the final response to a task that was performed. It is contemplated that the organization defines and communicates to its workers what interests it wants from them, since work performance is a stable process. Chiavenato (2007) relates some areas that decide an employee's performance, such as communication, problem solving, decision-making, professionalism, acceptance of change, initiative, responsibility, teamwork, disposition and development at work. Work performance is considered as a way to value employees, develop their skills, reinforce their performance, and share rewards (López et al., 2021).

For Beltrán & Téllez (2018), the concept of work performance is explained as the talent that an individual has to produce, create, manufacture, finish and perform their tasks in the shortest possible time, with minimum effort and better quality. The main attributes of work performance are the performance of activities, as a capacity for those who have a job and develop it to collaborate for the benefit of the company. Job performance is important because it increases performance, respects compensation rules, trains the employee for effective work, improves the professional career and guides personnel in the face of problems. Performance appraisal is very important because it brings privileges to the boss as it gives them a better understanding of what is happening within the organization and what their future will be (Olivera et al, 2021).

The term work performance has become an instrument that helps measure the proper functioning of each position in the company, without overlooking the fact that workers receive feedback according to their results, because knowing how their efficiency situation is will motivate them to continue striving to achieve the established goals. Work performance must be evaluated with psychometric tests and also apply techniques that take into account work experience and behaviors that make known their performance in a given job. Work performance is essential to achieve the effectiveness and success of organizations (Bautista et al., 2020).

## 3. METHODOLOGY

### 3.1 Type of research

Research is a procedure of exposing questions and answering them through the collection of data, these data can be numbers, words or images; When the information collected is numbers or the information is converted into numerical scales, it is quantitative research. Quantitative research is measurable and quantifiable. When the data is words or images, which cannot be changed to numerical scales, it is qualitative research. Qualitative research focuses on the experiences of the participants. (Cárdenas, 2018)

To achieve the desired results, the research was carried out in a mixed and sequential way, first it was done under a quantitative approach, through an instrument, which yields numerical results, and then under a qualitative approach, through a focus group, in which information was collected on the ideas, feelings or

experiences of the participants. Under the quantitative approach, the quality of work life perceived by workers in their company is evaluated and through the qualitative approach results are obtained to evaluate the influence that compensation has on the quality of work life of a company in the south of the state of Sonora.

There are several scopes of investigation that authorize inspecting a problem. The exploratory scope, in which a little-addressed topic of a variable is studied, the descriptive scope, which observes, describes and substantiates aspects of a variable, the correlational scope, which measures the degree of relationship between two variables and the explanatory scope, which establishes cause and effect between two or more variables, the independent variable is manipulated (Arias et al., 2020). The research that was carried out is exploratory and descriptive, since it is a little-studied topic and therefore the aspects of a variable will be observed, described and substantiated.

### 3.2 Participants

A population is a set of units, usually people, objects, transactions, or events, in which we are interested in studying and share similar characteristics. The sample is a portion or part of the population of interest. (Pastor, 2019) In this research, the total participating population is 70 workers, including administrative staff, drivers, mechanics, laboratory personnel, welders and support personnel in general, from a company in southern Sonora. To obtain a representative sample, Stevenson's formula (1981) was used, which yields a sample of 56 participants, to whom the first instrument was applied, which is a survey, among which 87.5% are from the operational area and 12.5% are from the administrative area, 10.7% are female and 89.3% are male. 96.4% are permanent workers and 3.6% work under a certain contract, 1.8% are under 22 years of age, 12.5% are between 22 and 30 years old, 28.5% are between 31 and 40 years old, 30.5% are between 41 and 50 years old and 26.7% are over 50 years old, in the same way of the sample of 56 employees based on their level of education, 12.5% have only primary school, 46.4% high school, 26.8% high school, 12.5% university and 1.8% postgraduate, regarding their marital status, 19.6% are single, 58.9% are married and 21.5% other. This survey was conveniently applied to the first 56 people who were available to answer it.

The second method used was a focus group, which is a research technique used within qualitative research, since it is useful to know, understand and explain realities. 5 workers participated in the focus group, with the aim of knowing the influence that the compensation they receive has on their quality of work life. These participants were carefully selected for a key position in the company, the accountant, according to the workers who receive compensation, since not all receive it, only operational personnel, leaving out any administrative position. (Britez & Chung, 2022)

The focus group lasted 30 minutes, was led by a facilitator, who led the session to meet the objective of the research and was accompanied by another person who was in charge of taking note of the important points of the topic. At the beginning of the focus group, the facilitator made the presentation of the people and explained the objective of the meeting. The facilitator had a sheet where the items to be evaluated were found, the 5 collaborators participated in each of the questions.

Formula

$$n = \frac{D^2 pqN}{e^2(N-1) + D^2 pq}$$

Where

N = Population

D = Standard Deviation (Confidence Level)

e = Expected error

p = Proportion in favor

q = Proportion against

n = Sample size

Table 1 below shows the breakdown of the formula that was used to obtain the representative sample of the total population, based on 90% reliability in the responses. This formula is only for obtaining the sample number and Table 2 shows the values for and against that help in the formula to obtain the sample.

**Board 1: Formula Breakdown**

Variable	Value
N	70
D	1.65, 90% confidence level
and	5.0 %
p	0.5
q	0.5
n	56

Fountain. Taken from Stevenson (1981)

**Board 2:** Values of p and q

P	Q	Pq
0.1	0.9	0.09
0.2	0.8	0.16
0.3	0.7	0.21
0.4	0.6	0.24
0.5	0.5	0.25
0.6	0.4	0.24
0.7	0.3	0.21

Fountain. Taken from Stevenson (1981)

The most commonly used k-values and their confidence levels are:

D	1.15	1.28	1.44	1.65	1.96	2	2.58
Confidence level	75 %	80 %	85 %	90 %	95%	95.50 %	99 %

### 3.3 Instruments

In this research work, two methods were used, the first is an instrument by Quiroz, et. al, (2021) which is designed with the purpose of measuring the quality of work life in employees of higher education institutions, where they evaluate 3 dimensions of quality of life, which are: quality of life, organizational management and organizational performance. The composition of the quality of life at work instrument is based on 30 questions, where the perception of the teaching staff on the quality of work life is sought in the dimensions of quality of life with 8 items, organizational management with 9 items, and organizational performance with 13 items. For the reliability of the instrument and the congruence in terms of its dimensions, it was determined based on Cronbach's  $\alpha$  coefficient using the SPSS statistical package version 25, resulting in  $\alpha=0.983$ , which according to George and Mallery (2003) is considered excellent.

**Board 3:** Quality of Life at Work Assessment

	Quality of Life Items
1.	My job allows me to maintain a balance between my personal and work responsibilities
2.	The work I do every day represents more than just work for me
3.	I feel free to express my opinion within my work team
4.	The work I do daily allows me to develop my skills and dexterity.
5.	I have enough time to do my work within the working day
6.	I consider that the working conditions favor my occupational safety and health
7.	Spaces are promoted to interact with staff in activities other than those of daily work
8.	The quality of life promoted in the institution is adequate

Source: Quiroz, et. al, (2021).

**Board 4:** Quality of Life at Work Assessment

	Organizational Management Items
1.	I believe that I have the resources, equipment, tools and materials necessary to carry out my activities properly
2.	I consider that my work contributes to the objectives of the institution
3.	I am clear about my responsibilities in the institution
4.	The amount of work assigned to me is appropriate to my daily working day
5.	I am satisfied with the tasks I perform in my working day
6.	I feel satisfied with the degree of commitment that is requested of me for the fulfillment of the objectives that have been assigned to me.
7.	I count on signs of solidarity from my colleagues when I have problems in work activities
8.	The relationship with my co-workers is adequate for a healthy coexistence at work
9.	I consider that I have the support of my superiors, to solve doubts and/or problems that arise

Source: Quiroz, et. al, (2021).

**Board 5:** Quality of Life at Work Assessment

	Organizational Performance Items
1.	The degree of satisfaction is adequate for my professional performance
2.	I believe that I have the same opportunities as my colleagues to grow within the institution
3.	I have opportunities to improve my skills at the institution

4.	I have the freedom to decide how to carry out my work activities
5.	I receive the necessary training to perform my work
6.	The results of the supervision of my work serve as feedback
7.	I feel totally identified with the objectives of the institution
8.	The ways of resolving conflicts in my work, I consider to be the right ones
9.	I agree that my superiors show interest in the quality of life in the institution
10.	I believe that my proposals are heard and applied
11.	I feel satisfied with the treatment I receive from my superiors
12.	I am proud of the work I do at the institution
13.	I feel satisfied with the quality of work life I have

Source: Quiroz, et. al, (2021).

In each of the items, you can answer on a Likert scale with values from 1 to 5 with the following categories: strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5). It includes data on the area or department of work, type of contract, sex, level of education, marital status and age ranges ranging from less than 20 years to more than 50 years, in addition to stating the objective of the survey and instructions for answering the questions.

The second method is the focus group, which, according to Sampieri, is a dynamic process in which participants exchange ideas, so that their opinions can be confirmed or contested by other participants. During the discussion, a negotiation around collectively constructed issues is perceived. A focus group consists of a group interview conducted by a moderator through a topic or interview script. This interview was structured and its answers were open, the interaction between the participants is sought as a method to generate information. The focus group is made up of a limited number of people: between 4 and 10 participants, a moderator and, if possible, an observer.

For the focus group, the following questions were asked, which aim to evaluate the influence of the compensation received on their quality of work life.

#### Board 6: Compensation Assessment

	Compensation
1.	What benefits do they have when receiving compensation?
2.	How compensation is reflected in the quality of work life
3.	How long have you received compensation?
4.	What improvements they would like to see made on compensations

Source: Own elaboration

### 3.4 Procedure

For the process of this research, several phases were carried out, which support the work carried out and are described below:

Phase one: Bibliographic review. In this first phase, research was carried out in scientific journals and books related to the variables of compensation and quality of work life, this in order to know the variables well, analyze them and then be able to generate the instruments that will allow us to obtain the information that will answer whether compensations influence the quality of work life.

Phase two: Instrument selection. Several articles were investigated in order to obtain the appropriate instrument to know about the quality of work life in a company in southern Sonora. A focus group was also organized to learn about the influence of compensation on the quality of work life.

Phase three: Contact with the company under study. In this phase, the company was approached to request that the thesis work be carried out in it and therefore the application of the instruments. The first instrument is a survey and was applied physically to each person in the representative sample, the second instrument is a focus group which was carried out with 5 people, who were selected by a key member of the company.

Phase four: Application of the instruments. In this phase, the company was visited for several days until the instrument was applied in its entirety to the representative sample and the focus group was also carried out within the company's facilities.

Phase five: Statistical and descriptive study and discussion of the data. Once the instruments were applied, the answers were analyzed to give them interpretation and to be able to evaluate the results in order to make a proposal to the company about an unfavorable result. The quantitative results were analyzed using the SPSS program and disclosing the mean of each response, and on the qualitative side, a deduction was made based on the responses of the focus group participants.

Phase six: Validate the hypotheses through statistical analysis.

#### 4. RESULTS AND DISCUSSION

In this chapter, the results of this thesis work are presented, which are divided into 3 dimensions, as well as a focus group.

##### 4.1 Overall results

To obtain the results, the participants answered the items based on answers from 1 to 5, which are on a Likert-type scale, where 1 represents (Strongly disagree), 2 (Disagree), 3 (Neutral), 4 (Agree) and 5 (Strongly agree). The answers the closer they are to the number 5, indicate that they are favorable, otherwise they indicate that they are not favorable. These results were obtained using the SPSS version 25 system, which is a statistical software for data analysis and interpretation.

**Board 7: Overall Results by Dimension**

Dimension	Average Result	Result in Percentage
Quality of life	4.450	89.0%
Organizational Management	4.540	90.8%
Organizational Performance	4.460	89.2%

Source: Own elaboration

Table 7 indicates that the Quality of Life dimension shows an average of 4.45 and that it represents 89%, this dimension being the one with the lowest score, but even so it indicates that the responses are favorable. The dimension of Organizational Management yields an average of 4.54 with a 90.8% representation, this dimension being the one with the highest score and indicates a favorable Organizational Management, and the third dimension of Organizational Performance yields an average of 4.46 that represents 89.2%. The 3 dimensions yield favorable results, this because the company grants compensation to its workers from the moment they start working with them and that makes their quality of work life reflect positively.

##### 4.2 Results of the Quality of Life dimension

In this dimension, the quality of work life that workers have with respect to the work they do on a daily basis and their work environment is evaluated.

**Board 8: Quality of Life Items**

Items	Stocking	Percentage	Desv. Standard
1. My job allows me to maintain a balance between my personal and work responsibilities	4.536	90.72%	0.914
2. The work I do every day represents more than just work for me	4.589	91.78%	0.910
3. I feel free to express my opinion within my work team	4.589	91.78%	0.804
4. The work I do daily allows me to develop my skills and abilities	4.536	90.72%	0.894
5. I have enough time to do my job within the workday	4.518	90.36%	0.853
6. I consider that the working conditions favor my occupational safety and health	4.446	88.92%	0.971
7. Spaces are promoted to interact with staff in activities other than those of daily work	4.036	80.72%	1.159
8. The quality of life promoted in the institution is adequate	4.429	88.58%	0.710
Total	4.450	89.0%	0.131

Source: Own elaboration

Table 8 shows the results of each item of the Quality of Life dimension, we can note that item 2 "The work I do daily represents for me something more than just a job" together with item 3 "I feel free to express my opinion within my work team" are the ones with the highest score and indicate that the company's workers have a good perception based on their work and can express themselves freely, on the other hand, item 7 "Spaces are promoted to interact with staff in activities other than those of daily work" presents the item with the lowest score, however, it is still a favorable score.



#### 4.3 Results of the Organizational Management dimension

In this dimension, the planning of a company's resources and personnel is evaluated, if workers have what they need to do their job.

**Board 9: Organizational Management Items**

Items	Stocking	Percentage	Desv. Standard
1. I believe that I have the resources, equipment, tools and materials necessary to carry out my activities properly	4.446	88.92%	0.989
2. I consider that my work contributes to the objectives of the institution	4.625	92.50%	0.728
3. I am clear about my responsibilities in the institution	4.714	94.28%	0.756
4. The amount of work assigned to me is appropriate to my daily working day	4.375	87.50%	0.926
5. I am satisfied with the tasks I perform in my working day	4.679	93.58%	0.789
6. I feel satisfied with the degree of commitment that is requested of me for the fulfillment of the objectives that have been assigned to me	4.589	91.78%	0.682
7. I count on signs of solidarity from my colleagues when I have problems in work activities	4.464	89.28%	0.934
8. The relationship with my co-workers is adequate for a healthy coexistence at work	4.500	90.0%	0.874
9. I consider that I have the support of my superiors, to solve doubts and/or problems that arise	4.464	89.28%	0.934
Total	4.540	90.8%	0.109

Source: Own elaboration

Table 9 shows the results of each item of the Organizational Management dimension, item 3 "I am clear about my responsibilities in the institution" is the one with the highest score, indicating that most workers are clear about their responsibilities within the company, on the other hand, item 4 "The amount of work assigned to me is appropriate to my daily working day" yields the lowest score in this dimension, despite that, is a favorable score, as it is close to number 5.

#### 4.4 Results of the Organizational Performance dimension

In this dimension, the company's ability to achieve its objectives is evaluated, through the satisfaction of its workers with the treatment of their bosses.

**Board 10: Organizational Performance Items**

Items	Stocking	Percentage	Desv. Standard
1. The degree of satisfaction is adequate for my professional performance	4.571	91.42%	0.783
2. I believe that I have the same opportunities as my classmates to grow within the institution	4.286	85.72%	0.986
3. I have opportunities to improve my skills at the institution.	4.357	87.14%	0.862
4. I have the freedom to decide how to carry out my work activities	4.304	86.08%	0.913
5. I receive the necessary training to perform my job	4.429	88.58%	0.828
6. The results of the supervision of my work serve as feedback	4.375	87.5%	0.906
7. I feel totally identified with the objectives of the institution	4.339	86.78%	0.940
8. The ways of resolving conflicts in my work, I consider to be the right ones	4.536	90.72%	0.713
9. I agree that my superiors show interest in the quality of life in	4.482	89.64%	0.914

the institution			
10. I believe that my proposals are heard and applied	4.196	83.92%	1.069
11. I feel satisfied with the treatment I receive from my superiors	4.661	93.22%	0.721
12. I am proud of my work that I do in the institution	4.839	96.78%	0.458
13. I feel satisfied with the quality of work life I have	4.607	92.14%	0.731
Total	4.460	89.2%	0.155

Source: Own elaboration

Table 10 shows the results of each item of the Organizational Performance dimension, where item 12 "I am proud of the work I do in the institution" yields the highest score indicating that workers are proud of the work they do daily in the company, however, item 10 "I consider that my proposals are heard and applied" yields the lowest score of these items and, Still, it's a favorable outcome.

#### 4.5 Outcome of the Focus Group

A focus group was carried out with the aim of evaluating the influence that the compensation they receive has on their quality of work life. 5 workers from the operational area were selected, who receive compensation, and they were asked 4 questions that are described below:

The first question: What benefits do you have when receiving compensation? The workers said that they receive them according to the type of work they do, which can be piecework according to the customer's demand and with this they are certain that they will receive an extra payment for their work which is very helpful to their economy and they work more comfortably as a result. This question is related to the dimension of Quality of Life, since the company, through the compensations it provides, promotes a quality of work life adequate to its possibilities.

The second question: How is compensation reflected in the quality of work life? They all agreed on the same thing, that in addition to the extra pay they receive as compensation, they are offered food if the work schedule requires it, since sometimes they have to go to work earlier than normal or stay later, this is more related to the weather. This is related to the results of item 11 "I feel satisfied with the treatment I receive from my superiors" of the dimension of Organizational Performance, which refers to the fact that bosses are aware of what the workers occupy and provide them with what is necessary for them to perform the work in the best way, benefiting both parties.

Regarding the third question of How long have you received compensation? They replied that from the moment they start working they are notified that they will receive compensation for performing certain tasks that their work requires, such as always keeping the vehicle they are in charge clean, having any outing from the company to work outside in the vehicle and they receive weekly money on a card to be used in the pantry.

And finally, the fourth question: What improvements would you like to see made on compensation? They all agreed that the compensations they are given are very good because they help them in their family economy, however, they mentioned that they would like the uniforms they are given to be different for each area of work and thus be able to distinguish themselves from each other and above all they emphasized that the extra hours of work they do are well accounted for, since sometimes they are not reflected in their payroll and that demotivates them because they are waiting for overtime jobs performed and at the time of receiving their payment they are not reflected; in addition to the fact that there is no follow-up of it.

#### 4.6 Discussion

According to the results of this research work, it is of utmost importance to hold a discussion to offer support for similar research.

The research carried out can be compared with the results of Quiroz & Espinoza (2021), where their research called "Analysis of the quality of work life in small and medium-sized companies in Southern Sonora", shows an 85.25% in the quality of work life, this being a satisfactory percentage, validating the dimensions of: individual well-being, working conditions and environment, organization and well-being achieved through work; these results are similar to those obtained in the present research, which yielded a result of favorable impact of 89.67% on the quality of work life through the granting of compensation by the company under study, which is considered among the small and medium-sized companies of southern Sonora.

With this result we can affirm that in both cases the Quality of work life is favorable and this is due to the granting of compensation, organizational management and organizational performance by the company and this increases the quality of life of the workers.

On the other hand, Arteaga et.al., (2022) carried out a research with the name "Salary Remuneration and its Impact on the Quality of Life of the Urban Area of the Jipijapa Canton" obtaining results of 86.73% in terms of workers who are in that company because they are offered remuneration and that helps their quality of life, from which we can corroborate the influence of fair wages and additional compensations to the salary on the quality of life since if wages increase, workers will be satisfied and it will be reflected in their quality of working life.

In this research, they all agreed that they receive good compensation and that this makes their quality of work life good, since the vast majority answered positively each instrument that was applied to them.

Similarly, a research work carried out by Gonzáles & Sajami (2022) called "Quality of work life and organizational commitment in a Peruvian public institution 2022" results that out of 100 people, 45% said they had a medium level of quality of work life and 46% responded that they had a high level, which indicates that they have a good quality of work life and regarding organizational commitment they said they had a medium level with 46% and a high level with 47%, also showing a good organizational commitment; These two variables are related to the present work since there is a good quality of work life and above all good organizational management, this because the company provides workers with everything necessary to perform their work well in due time.

## 5. CONCLUSIONS AND RECOMMENDATIONS

In this chapter, the conclusions are presented, after having obtained and analyzed the results of this research work, likewise, the pertinent recommendations are made to the company to continue improving its quality of work life.

### 5.1 Conclusions

The objective of this research work was to know the influence of compensation on the quality of work life of workers in a company in southern Sonora, which was achieved through quantitative and qualitative approaches. The quantitative approach was carried out through the application of an instrument, which is divided into 3 dimensions, and the qualitative approach through a focus group.

The instrument gave us the following results: the Quality of Life dimension yielded an average of 4,450, in Organizational Management a mean of 4,540 and in Organizational Performance an average of 4,460. In general, the instrument gave an average of 4,483, concluding that the quality of work life is favorable.

A focus group was also carried out to find out if the compensation received influences their quality of work life and in what way, whether positive or non-positive; Questions were asked to 5 workers, which concluded that the compensation they receive has a positive influence, since with that extra money they receive they cover other household expenses.

In conclusion, the influence of compensations on the quality of work life of the workers of a company in southern Sonora is positive, since these compensations help them in the family economy and these themselves make them have a good quality of work life, since the workers of the company feel satisfied and motivated by them and that encourages them to perform their work efficiently.

### 5.2 Recommendations

According to Morán & Torres (2019), research has revealed the importance of the issue of quality of work life in companies, creating a relevant impact on employee behavior; since the quality of work life indicates the contribution that the organization has towards worker satisfaction and its effectiveness. They also refer to how valuable it is to have fair wages, compensation, and other complementary benefits.

Lumbreras et.al, (2022) also tell us that it is important to know the work environment in order to generate an opinion about how their workers are doing and based on that design activities or strategies that favor their performance and commitment to the company; One of the strategies he mentions is the quality of work life, which will make the employee feel motivated with their work and that will have an impact on productivity.

In relation to what these authors point out and based on the results of this research work, the recommendations made to the company are:

- Continue to grant monetary compensation, since that helps in their quality of work life.
- Create activities for the integration of all areas of the company.
- Periodic meetings in order to listen to workers, their opinions on the work they do, so that they feel valued.
- Implementing non-cash compensation, such as employee recognition, will motivate them to do their jobs with more dedication.

In general, it is recommended that they continue to give compensation, since they greatly influence the quality of work life of workers, since human capital is the most valuable and important thing in each organization and if it is satisfied, it will perform its work with more enthusiasm and will help meet the objectives set by the company.

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