Resistance to Change and Job Satisfaction
Among the Staff of the Public Health Research Institution (IPIS) in Guayaquil – Ecuador

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Abstract. The Resistance to change is a natural process that every worker goes through when they face situations that totally change their habits and routines and job satisfaction is the emotional response of each worker to job conditions, whether they are positive or negative in which it develops. The objective of this study is to analyze the relationship between resistance to change and job satisfaction among the staff of Public Health Research Institution (IPIS). A cross-sectional, descriptive, correlational, quantitative study was conducted. It was observed that although resistance to change and job satisfaction are not directly related, the levels of non-rejection of change are around 95%, as are those of job satisfaction. Given these results, there is a need to carry out tests on workers of companies or public institutions in order to guarantee the general well-being and improve any shortcomings within their organizational structure.

Keywords: Resistance to change · Job satisfaction · Public employees · Public officials

1 Introduction

When a company has been using a type of management for too long, it becomes too entrenched with the workers and when it needs to make changes, negative reactions are manifested among the staff, in a process known as resistance to change [1]. Kruger [2] mentioned: resistance as one of the reactions of the organization to change, with the denial of the reality, the accommodation by inertia, revolution or subversion and planned change; in other words, it is a conflicting process in which can appear different perceptions, positions, decisions and groups within the work environment. Among the factors for resistance to change is job satisfaction, which in agreement with Ruiz [3], is an effective response by workers when, in their general work experience, they meet conditions that motivate them to be productive or maintain a positive state of mind constantly, within these conditions are the work environment, salary, relationships with colleagues, etc.

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M. Botto-Tobar et al. (Eds.): CIT 2020, AISC 1327, pp. 313–325, 2021.
https://doi.org/10.1007/978-3-030-68083-1_24
Méndez [4] mention that among the factors by which employees of companies or public entities feel job dissatisfaction are the following: lack of communication with co-workers, lack of interest on the part of their superiors, lack of support among co-workers and the lack of work incentives for employees; which include salaries and growth opportunities. It is known as “the change” to any modification of a situation or state to another, within a context, and is a response to some imbalance experienced within the organization. In other words, it is an event where certain structures, practices and behaviors are abandoned to adopt others that contribute to adaptation to the needs demanded by the current context in which the organization is immersed [5].

Macluf & Chávez [5] quoting Kurt Lewin, mention that the change has three stages, which are:

- **Thawing**: imbalance, dissatisfaction, awareness, procedures, habits, customs and unbalancing attitudes.
- **Movement**: infrastructure, instability, insecurity, uncertainty.
- **Re-freezing**: homeostasis, situational clarity, balance, greater adaptability

The resistance is a process with different points, which are:

- **Acceptance**: Enthusiasm, cooperation, cooperation under management pressure, acceptance, passive resignation, indifference.
- **Indifference**: Loss of interest in work, obedience only to the instructions, regressive behavior.
- **Passive resistance**: Resistance to learning, protests, exaggerated respect for regulations, work in its minimum expression.
- **Active resistance**: Work at a slow pace, absence or no participation at all, repeated mistakes, mess, deliberate sabotage.

Macluf & Chávez [5], supported that resistance to change had variables that responded to the reason for this event, these had to be carefully analyzed to understand it, these were:

1. Perception
2. Habits
3. Fear of the new
4. Attachment to the known
5. Tendency to maintain stability
6. Attachment to what is prepared by the person

Based on The Older Workforce of The Center for Research [6], the greatest challenge faced by older workers (age groups ranging from 40 to 50 years) is not the change itself within their work area, but the linked between these changes and technology and a reduction in working hours. While for “seniority” group, the greatest challenge at the time of change is to abandon their habits, customs and even privileges.

However, according to Henry [7] there is a close relationship between work and health which has gone unnoticed for decades thanks to a system that is responsible
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for increasing the burden for workers without giving them proper compensation, be it monetary or emotional. The relationship between health and job satisfaction is reflected in the levels of stress that a person or a group is capable of supporting and their levels of productivity and motivation, these factors are sometimes so deep and negative that they leave the work area to become part of people’s daily lives. Abello & Vieco [8] mention that only in the 80’s society, it began to show concern about the effects of stress and work burden on the general aspects of people’s lives and health; before it was believed that occupational diseases were only physical, now it is known that millions of people around the world are psychologically affected as a result of a system that sees human beings as simple disposable tools. Hence, the need to measure and guarantee the welfare of workers within a company. Job satisfaction not only translates into how much a worker can be paid, but also in how that person sees his work and in simple terms how happy he feels with it outside of any material aspect.

Vélez, Carrasco, Bastías, Méndez, & Jiménez [10] established that there are factors that go beyond an economic payment and influence job satisfaction, in some cases it even has to do with the structure within a company and the relationship that the staff maintains on an emotional and affective level. Then the existence of two genres of labor agents is considered: extrinsic and intrinsic. The first one refers to working conditions in the broadest sense and includes aspects such as: salary, organization policies and safety at work. Intrinsic agents refer to factors that represent the very essence of work activity and include elements such as: job content, responsibility and achievement [10]. The relationship between satisfaction with variables such as: age, work experience, occupational level and degree of intelligence is currently recognized. In addition, determining factors are included [10]:

- Challenge of the work
- Fair rewards system
- Conditions favorable for work
- Colleagues who provide support
- Compatibility between personality and job title

Many workers are placed in the positions that are available, completely ignoring the profile of it; companionship environments are fraught with negative situations and toxic competitiveness; workers do not feel the desire to challenge themselves to give their full potential, because they will not be rewarded for their effort; all this together creates an unfavorable environment.

Suasnavas & Gómez [11] revealed that one of the most effective methods to measure job satisfaction has been surveys aimed at staff, where the conditions of their work space, safety and health are measured in order to know if the work team is really working in optimal conditions and if this has any relation with the motivation when carrying out any activity. According to the Ministerio del Trabajo - Dirección de Seguridad [12], these instruments are aimed to solving problems among staff such as: improving the tools to manage the reduction of psychosocial risks and other physical risks in a general way along with the consequences of the same, and increase worker positive aspects like productivity levels and worker engagement. Instituto Nacional de Seguridad y Salud en el Trabajo [13] cited that the environment and nature of work have an important effect
on the lives of workers; before it was believed that stress was something completely normal, but now it is known that they are the cause of a series of health problems that could even drag a person to premature death, that is why in recent years efforts have been made to clearly define what these risks are and what can and should be done to reduce them.

Neffa [14] referred to the definition of work, as the result of a human action where each individual invests time, energy and emotional resources in order to receive compensation; however, problems arise when a person is unable to adapt to even more demanding conditions and more under constant pressure that begins at some point to affect it psychologically and emotionally. In agreement with Sánchez, Martínez, & Zamora [15], the loss of “knowing how to do”, “knowing how to think” and “knowing how to be” seriously affects the mental integrity of workers who have to follow extremely monotonous work rhythms under more than strict controls.

For Schwartz [16] in his work “Cultural Dimensions of Values Toward an Understanding of National Differences” the reason why groups should develop some aspects that will allow them to collaborate between each other is for the sake of creating a healthy environment where knowledge, personal growth and wisdom are those who guide each individual on the right path, if this logic is applied to the structure of a company this translates into job satisfaction in relation to intrinsic factors. For Pinos [17] the study of psychosocial risks within the work environment is practically new; In addition, they are the full manifestation of an overflow of stress including: anger, depression, sadness, lack of motivation, lack of interest in entering into any type of friendship, eating disorders, etc. Moreno [18] point out that there are much greater threats to the psychological health of a worker such as physical or verbal violence and that would be directly or indirectly affecting the health of workers and causing consequences that are capable of remaining in a person even if years go by and they find themselves working in another job, in other words they can develop traumas.

Cabrejas [19] infer on some of the possible solutions to psychosocial risk, such as identifying what the problems are before they get worse in the workplace, conducting surveys among staff and in other cases conducting a selection process to position only those people whose attitudes are positive in terms of coexistence and stress management skills. This author emphasizes that, although in every work environment there may be a stressful situation towards staff, this effect can be cushioned by identifying problems and conducting surveys to find out and select who within the different groups can better handle physical and psychological weight of certain tasks. Companies and institutions need productive employees to achieve their goals and objectives, for this they use a series of tactics to motivate the employee and this has acceptable and/or high levels of productivity, so that they make an effort and show interest in the activities that are going to perform. The origin of the terms of “work motivation”, occurred when the artisan workshops began to disappear and were replaced by machinery that automated most jobs, this caused an environment of decline among workers and a productivity that was decreasing [20].

It took a long time for companies to begin to wonder what the needs of workers are, what made them feel fulfilled as a person, what kind of rewards they were looking for to obtain for their efforts and how they were going to invest these rewards, all to
motivate to be more productive. García [20] mentioned that there are external sources of motivation for workers such as: economic retribution, recognition within the company, responsibility for work and social growth. These sources are often related to methods from first world countries where companies use different tactics for their employees to have favorable results; companies provide a series of services and benefits for their employees; As mentioned above, workers are moved by a complex system of rewards, and these can be presented in different ways.

The objective of this study is to analyze the relationship between resistance to change and job satisfaction among the staff of Public Health Research Institution (IPIS).

2 Materials and Methods

For this research the quantitative, descriptive and correlational cross-sectional method was applied; two questionnaires were also applied; the first to measure the levels of Resistance to Change [21] and the second for the levels of Job Satisfaction 20/23, addressed to 114 IP workers, which were made in Google forms and sent via email for reasons of speed and security as a result of the health emergency caused by the Coronavirus pandemic, it is important to clarify that before applying both questionnaires, they were socialized.

There were several tools used in this investigation. For the data analysis, it was used SPSS, which is a computer system for the complete analysis of large volumes of data, such as statistics, as well as the modeling and design of the visualization of the subsequent results, based on Questionpro [22]. For measuring job satisfaction, it was used Likert scale, which is psychometric instruments where the surveyed must indicate their agreement or disagreement about a statement, item or reagent, which is performed through an ordered and one-dimensional scale, it is one of the most used tools in the field of social sciences, Matas [23].

The tools used to measure resistance to change in conformity with García [21], seek to investigate whether the work staff has a series of skills that allow them to cope with the process individually and in groups, these questions range from those that appeal to the theoretical and practical knowledge about change to the emotional capacity to be able to relate, support and even motivate themselves and their other colleagues during these events. Regarding the model of the surveys on job satisfaction, these are based on the work of Meliá & Peiró [24], “Psychology of safety, Job Satisfaction Questionnaire” where, in the first place, general data of the workers are collected, such as age, sex and department to which they belong; Subsequently, 23 questions established on the aforementioned Likert scale are carried out, which measures the responses from totally satisfied to totally dissatisfied.

The different instruments for diagnosing the levels and causes of resistance to change, in accordance with García [21], are divided as follows: Individual factors and factors associated with the organization, which in turn are subdivided as follows:

- Individual factors associated with knowing section aimed at obtaining information about the experience and skills of each person on everything related to the change process.
- Individual factors associated with responsibility: the function of this section is to obtain information on the comparison and fulfillment of the responsibilities of each person during the change process.
- Individual factors associated with wanting/feeling/wanting: this section seeks information about the emotional aspects of everyone within their work area when going through a process of change.
- Global organizational factors associated with the change process: this section seeks to obtain information on the levels at which everyone contributes to the change process as part of a certain group within their work area during the change process.
- Organizational factors associated with other stakeholders: this section seeks information on the perception that everyone has about the other people involved in the project.
- Organizational factors associated with the project: this section seeks information on the perception that everyone has about the project (s) carried out in order to reach the goal of change within a company or institution.

3 Results

The results of Table 1 indicate that the most important factors for this tool correspond to the age ranges and the Contractual modality of the workers.

| Table 1. General data of the surveyed |   |
|--------------------------------------|---|
| Sex | Frequency (n) | % |
| Men | 46 | 40.4 |
| Women | 68 | 59.6 |
| Age group (years) | n | % |
| 20 to 29 | 24 | 21.1 |
| 30 to 39 | 39 | 34.2 |
| 40 to 49 | 30 | 26.3 |
| over 50 | 21 | 18.4 |
| Department | n | % |
| Advisory | 6 | 5.3 |
| Noun | 71 | 62.3 |
| Support for | 37 | 32.5 |
| Type of contract | n | % |
| Occasional | 68 | 59.6 |
| Permanent | 23 | 20.2 |
| Provisional | 23 | 20.2 |

Source: Questionnaire
In Table 2, in the section of individual factors to Knowing/Knowing, it is observed that 84.2% of the personnel have some practical theoretical knowledge about the change process, which is positive when wanting to modify certain aspects within the work area. The self-control capacity of the staff in general is in a positive margin, after all, without this even the most productive group would simply be dysfunctional; In addition, those individuals who responded not having it could incur negative behaviors within the company or be the first to show signs of dissatisfaction in some situations.

The results of Table 2 in the section on the factors associated with responsibility, it shows that the majority of workers (92.1%) have a high positive perception, because training and preparation are not only carried out by the company but because of the commitment of the staff to correctly perform each task, this turns out to be a fundamental aspect. Continuing with Table 2 in the section on individual factors associated with Wanting/Feeling/Desiring, the majority of workers (93%) show confidence in the face of changes, which shows little resistance to any unexpected situation, of course there are those who they do not totally agree; however, when the majority is in favor of change, the minority will have no choice but to adapt.

Most of the workers have shown a positive response to all aspects of the change in relation to their personal capacities, which indicates that they are functional groups in the face of unexpected situations and capable of maintaining the same motivation and state of mind before them.
Table 3. Resistance to change questionnaire results (Organizational factors)

| Global Organizational Factors associated with the Change Process | n  | %  |
|---------------------------------------------------------------|----|----|
| Maximum support/perception zone +                           | 99 | 86.8 |
| Moderate support/perception zone +                          | 10 | 8.8 |
| No resistance/No support for resistance                      | 1  | 0.9 |
| Moderate resistance/perception zone -                        | 1  | 2.6 |
| Maximum resistance/perception zone -                         | 3  |     |
| Organizational factors associated with other stakeholders (involved) - Sponsors | n  | %  |
| Maximum support/perception zone +                           | 106| 93  |
| Moderate support/perception zone +                          | 3  | 2.6 |
| No resistance/No support for resistance                      | 2  | 1.8 |
| Maximum resistance/perception zone -                         | 3  | 2.6 |
| Organizational factors associated with other stakeholders (involved) - Agents | n  | %  |
| Maximum support/perception zone +                           | 106| 93  |
| Moderate support/perception zone +                          | 4  | 3.5 |
| No resistance/No support for resistance                      | 1  | 0.9 |
| Maximum resistance/perception zone -                         | 3  | 2.6 |
| Organizational Factors associated with the Project            | n  | %  |
| Maximum support/perception zone +                           | 99 | 86.8 |
| Moderate support/perception zone +                          | 10 | 8.8 |
| No resistance/No support for resistance                      | 3  | 2.6 |
| Maximum resistance/perception zone -                         | 2  | 1.8 |
| Organizational Factors General                                | n  | %  |
| Maximum support/perception zone +                           | 103| 90.4 |
| Moderate support/perception zone +                          | 6  | 5.3 |
| No resistance/No support for resistance                      | 1  | 0.9 |
| Moderate resistance/perception zone -                        | 2  | 1.8 |
| Maximum resistance/perception zone -                         | 2  | 1.8 |

Source: Questionnaire

The results of Table 3 in the section of organizational factors associated with the others (Stakeholders), the answers in this section are closer to company loyalty and the response that the staff has towards it emotionally. Most of the staff responded to have a great commitment to the company, as well as responsibility towards it, showing 93% support. Regarding the staff’s response to change agents, the response has been positive (93%), change agents after all oversee carrying out what is interpreted as an unexpected movement within any of the aspects of the company.

Table 4 shows that there is no relationship between the factors and the general data of the people interviewed, both the contractual modality and the department to which the staff belongs are completely separate variables from each other, which may indicate a difference between the responses of satisfaction and resistance to change depending on the conditions of the environment of each department.
Table 4. Correlation between the Resistance to Change questionnaire and General Data (*p-value Chi square test)

|                     | Ind. Factors | Org. Factors | Resistance to change |
|---------------------|--------------|--------------|----------------------|
| Sex                 | 0.504        | 0.778        | 0.549                |
| Age group (years)   | 0.332        | 0.391        | 0.369                |
| Department          | 0.873        | 0.805        | 0.527                |
| Type of contract    | 0.128        | 0.896        | 0.329                |

Source: Questionnaire
*P-values less than 0.05 indicate association or correlation between variables

Table 5. Results of the Job Satisfaction questionnaire

| Intrinsic Satisfaction          | n  | %  |
|---------------------------------|----|----|
| Dissatisfied                    | 7  | 6.1|
| Indifferent                     | 5  | 4.4|
| Satisfied                       | 102| 89.5|
| Satisfaction Physical environment| n  | %  |
| Dissatisfied                    | 13 | 11.4|
| Indifferent                     | 4  | 3.5|
| Satisfied                       | 97 | 85.1|
| Satisfaction Participation      | n  | %  |
| Dissatisfied                    | 9  | 7.9 |
| Indifferent                     | 4  | 3.5 |
| Satisfied                       | 101| 88.6|
| Superior Satisfaction           | n  | %  |
| Dissatisfied                    | 17 | 14.9|
| Indifferent                     | 11 | 9.6 |
| Satisfied                       | 86 | 75.4|
| Satisfaction Supervision        | n  | %  |
| Dissatisfied                    | 11 | 9.6 |
| Indifferent                     | 3  | 2.6 |
| Satisfied                       | 100| 87.7|
| General Satisfaction            | n  | %  |
| Dissatisfied                    | 6  | 5.3 |
| Indifferent                     | 10 | 8.8 |
| Satisfied                       | 98 | 86 |

Source: Questionnaire
As it is shown in Table 5, most of the personnel showed positive responses regarding job satisfaction. From the aspects that define these results are the environment, the relationships between co-workers, superiors and the supervision to which the staff is subjected. On the other hand, there is also a good relationship and collaboration between the staff members, which translates into teamwork; in addition, there is a good relationship with superiors (Table 6).

Table 6. Correlation between the Job Satisfaction questionnaire (*p-value Chi square test)

| Source: Questionnaire | General Satisfaction |
|-----------------------|----------------------|
| Sex                   | *0.044               |
| Age group (years)     | 0.732                |
| Department            | 0.491                |
| Type of contract      | 0.998                |

*P values less than 0.05 indicate association or correlation between variables. The highest percentage of women (92.6%) feel job satisfaction compared to men (76.1%)

Table 7. Correlation between Resistance to Change and Job Satisfaction questionnaires (p-value Chi square test)

| Maximum support/perception zone + | Dissatisfied (%) | Indifferent (%) | Satisfied (%) | P-value |
|-----------------------------------|------------------|----------------|---------------|---------|
|                                   | 6 (5.8)          | 9 (8.7)        | 89 (85.6)     | 0.985   |
| Moderate support/perception zone +| –                | 1 (20.0)       | 4 (80.0)      |         |
| No resistance/No support for resistance| –            | –              | 1 (100.0)     |         |
| Moderate resistance/Perception zone – | –             | –              | 1 (100.0)     |         |
| Maximum resistance/perception zone – | –             | –              | 3 (100.0)     |         |

Source: Questionnaire

The results in Table 7 show that there is no relationship between the results of the resistance to change and job satisfaction surveys. In other words, if the personnel are satisfied with their conditions and work environment, it does not mean that they will not resist going through a process in which they resist change.
One of the first things that is taken into account of the results is the contractual modality and age, the younger the staff appear to me, the less resistance to change and the greater job satisfaction, this is contrasted with the work of Böhrt [25], where he describes that when the staff of a company is young, usually with university studies, they have a greater affinity for change and coexistence and to this is added the factor that due to their contractual modality they will not develop a comfort zone of habits that they can defend in the event of an unexpected change. When analyzing the results on the gender of the staff and its relationship with factors such as job satisfaction and resistance to change, it is observed that women have a greater affinity with change and have greater job satisfaction, this is related to the work directed by Cañizares, García & Ruiz [26] they concluded that women are mostly engaged in their jobs, in part because most are used to activities that take practice and patience regarding the satisfaction they feel this is due to the focus they usually have. That is, women can concentrate more on their work area and have no other interests that make them feel discomfort about their work.

4 Results

There were two surveys addressed to IPIS staff, the first was on job satisfaction, the second on resistance to change, through their results it is highlighted that there is no relationship between the variables of resistance to change and job satisfaction, since that although workers feel comfortable with the general aspects of their work, this does not mean that there are no (low) levels of resistance to change; Furthermore, this is related to the age, contractual modality and sex of the surveyed.

Most of the staff had a positive response among all aspects of the change due to their short-term contract; In addition, a large part of them ranged in ages from 20 to 30 years. The female sex demonstrated greater job satisfaction and attitudes for change. The levels of job satisfaction are divided according to the department to which each server belongs and its own environment.

From the results of the surveys, it was concluded that there is no relationship between job satisfaction and resistance to change among IPIS staff, while the staff can be satisfied with the general conditions in which they operate; relations with other members of the institution including their superiors; The opportunities it provides for the personal development of each employee, including salary, does not mean that at some point the staff will not resist some process of change.

One of the strengths of the present study was the rapid response by the 114 respondents, divided into different departments and different working conditions. One of the limitations of this study was factors such as age range and contractual modality. In other words, a complete analysis of all the circumstances that the change implies for the workers could not be carried out because they were young and would not stay long enough within the institution to create habits and therefore lead to a response. Negative when starting a process of organizational change.

One of the main lines to consider is to emphasize the emotional health of workers in companies or institutions, either by constantly measuring them or creating tools and techniques that allow staff to maintain optimal levels of production without the demands having an impact. Negative on a physical or psychological level. The incidence
in research on the effects of work stress and the response on the levels of motivation and satisfaction of the staff should be increased, this because the studies that talk about the subject are relatively recent; Furthermore, the current employment context that indicates that workers carry out their activities from home is practically leaving behind the concept of a fixed schedule and a comfort zone, moving away work from home.

Another possible line of research corresponds to the creation of tools that allow increasing the affinity for change in the labor population over 50 years of age, which is a topic that is little or nothing discussed in Ecuador, after all the contractual modality short or indefinite has become a normality that prevents the study of this problem.

Acknowledgements. We are grateful to the Universidad Espíritu Santo for the opportunity to carry out this study and at the same time with the Public Health Research Institution.

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