

## **Working environment as a knowledge management stimulator** *Clima laboral como estimulador de la gestión del conocimiento*

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### **RESUMEN**

Este artículo pretende analizar las estrategias de la gestión del conocimiento como estimulador de la satisfacción laboral de los trabajadores dedicados a las ventas de comida rápida en la ciudad de Montería. Se enmarcó en los estudios descriptivos, para lo cual se aplicó un cuestionario con escala tipo Likert (validado y confiable) a 8 asistentes de ventas de cadenas de restaurantes. Los principales resultados dan cuenta acerca la mala utilización de estrategias para la gestión del conocimiento y las consecuencias en cuanto a la satisfacción laboral y sus afectaciones de la productividad laboral.

**Palabras clave:** Gestión del Conocimiento, Satisfacción Laboral, Restaurantes de comida rápida.

### **ABSTRACT**

This article aims to analyze knowledge management strategies as a stimulator of job satisfaction for workers dedicated to fast food sales in the city of Montería. It was framed in the descriptive studies, for which a Likert-type questionnaire (validated and reliable) was applied to 8 restaurant chain sales assistants. The main results show the misuse of strategies for knowledge management and the consequences in terms of job satisfaction and its effects on work productivity.

**Keywords:** Knowledge Management, Job Satisfaction, Fast food restaurants.

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## ***INTRODUCTION***

In the Republic of Colombia, the situation has become more in the work ecosystem, since the new generations bring with them different skills, motivations, and experience. Still, something unites them: they are vastly dissatisfied with their work. According to SAP and Oxford Economics' Workforce 2020 report (2016), only 24% in Colombia are happy with their employment, compared to 39% in the rest of the world, ranking in the third most unhappy labor market in a universe of 27 countries where 5,400 employees and employers were consulted. Generally speaking, the study concludes that there is a big difference between what employees expect from companies and what they offer or believe their employees need (Regalado et al., 2020).

Also, the study reflects that the most critical factor for Colombian workers remains remuneration with 79%. In comparison, the overall average is 66%, very closely followed by retirement plans (70%), and a flexible place and working hours (65% and 54%). On the other hand, 50% of entrepreneurs believe that they do not have the leaders that their business needs to continue to grow, this disparity occurs, in the words of Cone (2017) "management hierarchies are seldom synchronized with the strategies and priorities set by human resources areas" (p.76).

According to González (2016), regional director of Talent Consulting and Organizational Development at Accenture, these problems have been made worse with a definite change in labor paradigms, historically organizations have worked on adapting the people they hire to their organizations, but today it is the other way around: those who are doing it best are those that are changing organizations to their workers, understanding that the challenge of employee satisfaction and commitment is vital and different in each generation. Today this trend has begun to turn, "People appreciate the quality of the organization, the relationship with the boss, they prefer to earn a million pesos less, but have a good work environment," (Silva, 2016, p.23).

These levels of job dissatisfaction have generally been presented in SMEs, as they do not have a clear organizational structure in terms of the administration of human talent, making the practice a purely

administrative activity of the registration and payroll of employees, leaving aside the different basic processes of human talent management as a: recruitment, training, professional development, performance evaluation, and compensation modes (González-Díaz & Cruz-Ayala, 2020; González & Rincón, 2017).

Such is the case of the restaurant chain of sandwiches located in the city of Monteria, which has a centralized administration (administration, accounting, and human resources), this situation is of interest to the researcher, who has observed different nonconformities on the part of the workers, to whom he applied an informal interview, in which he could show the following significant findings: there is no harmonious relationship between workers and branch heads, lack of elementary services for the worker (training for the development of his/her duties, health, among others), there are discords between the point-of-sale work team, among others (Díaz & Ramos, 2019; González-Díaz & Ledesma, 2020).

All this generates an unfavorable organizational climate for the development of work activities, causing dissatisfaction among workers, resulting in low productivity, according to the results found by Arias (2014), who determined through a study to restaurants in the city of Lima, that the favorable organizational climate is associated with lower levels of chronic stress in workers. The working environment has also been related to the working environment with personality, performance, and job satisfaction.

Thus, job satisfaction can be defined as a positive emotional response to the position, and that results from the assessment of whether the situation meets or allows to meet the employment values of the individual. González-Díaz et al. (2016), Martínez (2012) and Hernández (2013), agree in their studies that job satisfaction is a component of happiness and spirituality in work in a positive and very significant way; and negatively with chronic stress.

Job dissatisfaction causes: 1) absenteeism, dissatisfied workers are most often missing work (Kahn, 1973; Cleeg, 1983; Stephen, 1994; Dalton and Mesch, 1991); (2) incur delays (Blau, 1994), 3) abandonment of work; (4) increases the rate of accidents at work (Kahn, 1973); inappropriate organizational behavior (Organ and Ryan, 1995); "indirect costs of training, recruitment and inefficiency of the learning curve, among others, for the company" (Comm and Mathaisel, 2000, p.45).

As a result, job satisfaction in the sandwich restaurant chain has been affected. It has continuously been reflected in the performance of workers, lack of interest in activities, apathy, and indifference in the production of their functions, all resulting in a decrease in the productivity of the company.

To guide the research process, the object of study has been systematized through the following objective: to analyze the effective strategies for the management of human talent in terms of job satisfaction and management of the knowledge of workers of the points of sale of the sandwich restaurant chain in the city of Monteria (Arboleda & Díaz, 2017; González-Díaz & Ledesma, 2020; Ledesma et al., 2020).

## **Job Satisfaction**

According to López y Sánchez (2010), they define satisfaction as a positive or unsatisfactory emotional state consistent with a subjective perception of the work experiences experienced by the individual, coming from several specific attitudes that the worker presents towards his work and the factors related to him" (p.34)

The measurement process is done by operationality. Through this, we go from a theoretical concept, which we manage in the introduction, and that is usually very difficult to measure in reality directly, to an empirical theory, transformed by researchers to be able to measure it in social fact. According to this, to consider a quantitative measurement, we must go through a series of phases in the operationalization process.

Operationally, it is defined as the total score achieved by applying a quiz with a Likert scale, aimed at measuring dimensions through these factors:

- Factor I: Working Conditions
- Factor II: Remuneration and Work Benefits
- Factor III: Supervision
- Factor IV: Human Relations
- Factor V: Promotion and training
- Factor VI: Communication
- Factor VII: Workplace

Structuring Information Collection Instruments

A summary of the structuring of the research is presented, according to Table 1.

**Table 1.- Structuring information collection tools**

Variable	Dimensions	Items
JOB SATISFACTION	Factor I: Working Conditions	1-8
	Factor II: Remuneration and Work Benefits	9-13
	Factor III: Supervision	14-18
	Factor IV: Human Relations	19-23
	Factor V: Promotion and training	24-29
	Factor VI: Communication	30-35
	Factor VII: Workplace	36-42

### Research Methodology

In this research, the paradigmatic posture assumed is positivist, because the observable facts and their relationships are studied, based on the application of the scientific method. Also, this study is descriptive, because it was aimed at analyzing effective strategies for talent management in terms of personal job satisfaction and management of workers' knowledge of the outlets of the restaurant chain of sandwiches of the city of Montería, it was done under a non-experimental, transactional and field design because the variables are not handled deliberately, only the facts as presented in their actual context and in a given time, subsequently analyzed, in this case, the effects were studied from January/2018 to February/2018 (González-Díaz & Hernández-Royett, 2017; Hernández-Royett & González-Díaz, 2016).

As a case study, the population participating in this research consists of sales points of sandwich restaurants in the city of Montería through 2 units of analysis, as presented in Table 2.

**Table 2.-** Summary of Analysis Units, Description, Collection Instruments, and Analysis Techniques.

Analysis Units	Description	Instruments/Analysis Technique
Sales assistants for sandwich restaurant sales points in the city of Monteria	• 8 Sales Assistants.	<b>Survey/Questionnaire</b> (Likert scale)  <b>Statistical analysis</b>

**Source:** Researchers (2018)

### Analysis and discussion of the results

Job satisfaction has been defined in many ways. However, it is known that a state of need leads typically to action; to the search for solutions. This is the inescapable connection between "work satisfaction," "motivation," and "conduct or action." Thus, in this investigation, the following factors or dimensions of this variable were considered, to be measured through the questionnaire designed for this purpose: Working Conditions, Remuneration, and Work Benefits, Supervision, Human Relations, Promotion and Training, Communication and Workplace.

### DIMENSION: Working Conditions

In the consultation made to employees of the sales points of sandwich restaurants, it was observed in terms of the Working Conditions a value of 4.69; that according to the scale of interpretation of the results is categorized as Very High Presence, that is to say, that it is considered that there is a working environment that has adequate lighting and ventilation, the organization provides the necessary equipment and furniture to carry out my work, is deemed to be appropriate the context in which it performs the work, the installations at work, are safe to carry out the work, the temperature of the environment at work is adequate for the realization of the work, the necessary materials are provided to perform a good job and the installations at work have sufficient cleaning, as noted in Table 3. On the other hand, it should be noted that 5% of the staff surveyed stated that

their working environment does not have adequate lighting and ventilation, as well as the lack of an appropriate temperature that facilitates the realization of my tasks.

**Table 3.-** Summary of dimension: Working conditions

No.	Items	Alternatives										Total	
		TA(5)		DA(4)		NA/ND(3)		ED(2)		TED(1)		Fa	Fr
		Fa	Fr	Fa	Fr	Fa	Fr	Fa	Fr	Fa	Fr		
1	My working environment has adequate lighting and ventilation.	14	70%	4	20%	1	5%	1	5%	0	0%	20	100%
2	The organization provides the necessary equipment and furniture to do my job.	17	85%	2	10%	1	5%	0	0%	0	0%	20	100%
3	I consider the environment in which I do my work to be appropriate.	15	75%	5	25%	0	0%	0	0%	0	0%	20	100%
4	The facilities at work are safe to do my job.	15	75%	5	25%	0	0%	0	0%	0	0%	20	100%
5	The ambient temperature at work is suitable for the performance of my tasks.	12	60%	6	30%	0	0%	1	5%	1	5%	20	100%
6	The restaurant provides me with the necessary materials to do a good job.	16	80%	4	20%	0	0%	0	0%	0	0%	20	100%
7	The facilities in my work have a proper cleaning.	17	85%	3	15%	0	0%	0	0%	0	0%	20	100%
<b>Average</b>		<b>15</b>	<b>76%</b>	<b>4</b>	<b>21%</b>	<b>0</b>	<b>1%</b>	<b>0</b>	<b>1%</b>	<b>0</b>	<b>1%</b>	<b>20</b>	<b>100%</b>
<b>Value of alternatives</b>		<b>3.79</b>		<b>0.83</b>		<b>0.04</b>		<b>0.03</b>		<b>0.01</b>		<b>4.69</b>	
<b>INDICATOR CATEGORY</b>		<b>VERY HIGH PRESENCE</b>											
(according to data interpretation scale)													

All this coincides with the approaches of Locke (1976), who believes that satisfaction at work, recognizes that 7 working conditions lead to job satisfaction for most people. The requirements of the administrative staff and under the human resources managers and are: Work that mentally challenges with which the individual can successfully deal with, the interest of the team for the work, rewards for actions that are directly related to the aspirations of the staff that are fair and understandable, work that is not physically worn, Working conditions that are compatible with the physical needs and work goals of the employee, high self-esteem on the part of the employee, helps to get work, pay and exciting promotions and minimize ambiguity and conflict in roles.

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### **DIMENSION: Remuneration and Work Benefits**

As for workers' pay and benefits, there must be a Fair Rewards System, in line with promotion policies that must be taken in the organization. This system must be perceived as fair by employees so that they are satisfied with it, should not allow ambiguities, and must be in line with their expectations. The perception of justice influences social comparison, job demands, individual skills, and community salary standards. Thus, once the questionnaire was applied to the population under study, it could be shown that the Occupational Remuneration and Benefits were 4.39 per an average of; that according to the scale of interpretation of the results is categorized as Very High Presence, that is, that employees consider that the salary obtained by the franchise, allows him to cover their needs and those of their family, the remuneration they receive is in line with the work they do. Also, they manifest that the restaurant of sandwiches provides benefits like medical insurance, gratuities, vacations, as established by the Law.

On the other hand, the employees of the sandwich restaurant consider that they have some job stability and the salary received is attractive compared to what they would receive in other organizations., the timely payment of their remuneration is also highlighted, as set out in Table 4. On the other hand, it could be noted that 5% of the staff surveyed say that what they earned does not allow them to meet their needs and those of their family, the remuneration they receive is not in line with the work they do, there is no job security in the future, the salary they receive is not attractive compared to what they would receive in other organizations and delays in paying the remuneration.



**Table 4.-** Summary of dimension: Remuneration and benefits at work

No.	Items	Alternatives										Total	
		TA(5)		DA(4)		NA/ND(3)		ED(2)		TED(1)		Fa	Fr
		Fa	Fr	Fa	Fr	Fa	Fr	Fa	Fr	Fa	Fr		
8	What I earn here allows me to meet my needs and those of my family.	8	40%	8	40%	3	15%	1	5%	0	0%	20	100%
9	The remuneration I receive is in line with the work I do.	8	40%	7	35%	4	20%	1	5%	0	0%	20	100%
10	Here I am provided with benefits such as health insurance, gratuities, vacations, etc.	19	95%	1	5%	0	0%	0	0%	0	0%	20	100%
11	Here I am sure you will not be fired in the future.	9	45%	7	35%	3	15%	1	5%	0	0%	20	100%
12	The salary I receive here is attractive compared to what I would receive in other organizations.	10	50%	6	30%	3	15%	1	5%	0	0%	20	100%
13	The restaurant pays me on time for the remuneration.	14	70%	6	30%	0	0%	0	0%	0	0%	20	100%
<b>Average</b>		11	57%	6	29%	2	11%	1	3%	0	0%	20	100%
<b>Value of alternatives</b>		2.83		1.17		0.33		0.07		0.00		4.39	
<b>INDICATOR CATEGORY</b>		<b>VERY HIGH PRESENCE</b>											
(according to data interpretation scale)													

In line with Salessi and Omar Studios (2016), they state that employees want payment systems and promotion policies that they think are fair, clear, and appropriate to their expectations. Therefore, when the salary seems equitable, according to the requirements of the position, the skills of the individual and the level of the wages of the place, it is very likely that the result is job satisfaction. Similarly, those who believe that promotion decisions are made honestly and impartially tend to be satisfied with their work.

Besides, in sandwich restaurants, there must be satisfied with the salary, because wages and salaries, incentives and perks, are the compensation that employees receive in exchange for their work. The management of human resources through this vital activity ensures employee satisfaction, which in turn helps the organization to obtain, maintain, and retain a productive workforce. Several studies have shown that compensation is the characteristic that is likely to be the most significant cause of employee dissatisfaction.

## DIMENSION: Supervision

As for supervision, as a set of activities that a person develops in directing the work of a group, to achieve their maximum effectiveness and mutual satisfaction. Therefore, once the questionnaire was applied, the employees of the sandwich restaurants stated that supervision as a dimension of job satisfaction, was located at an average of 4.39 according to the scale of interpretation of the results is categorized as Very High Presence, that is, they receive recognition from their boss when he does a good job, receive support from his boss when there is a problem at work, the boss takes into account his opinions to improve activities at work, on the other hand, the boss is continuously evaluating the work, orients and teaches when he does not know how to perform any operation, according to Table 5. On the other hand, it could be noted that 5% of the staff surveyed say that the boss's recognition is not received when a good job is done and 25% of employees consider not being sure that the boss takes into account their opinions that seek to improve activities at work.

**Table 5.-** Dimension Summary: Monitoring

No.	Items	Alternatives										Total	
		TA(5)		DA(4)		NA/ND(3)		ED(2)		TED(1)		Fa	Fr
		Fa	Fr	Fa	Fr	Fa	Fr	Fa	Fr	Fa	Fr		
14	I get recognition from my boss when I do a good job.	7	35%	10	50%	2	10%	1	5%	0	0%	20	100%
15	I get support from my boss when there's a problem at work.	9	45%	10	50%	1	5%	0	0%	0	0%	20	100%
16	My boss takes into account my opinions that seek to improve activities at work.	7	35%	8	40%	5	25%	0	0%	0	0%	20	100%
17	My boss is continually evaluating my work.	10	50%	10	50%	0	0%	0	0%	0	0%	20	100%
18	My boss guides me and teaches me when I don't know how to do some activity at work.	11	55%	9	45%	0	0%	0	0%	0	0%	20	100%
<b>Average</b>		<b>9</b>	<b>44%</b>	<b>9</b>	<b>47%</b>	<b>2</b>	<b>8%</b>	<b>0</b>	<b>1%</b>	<b>0</b>	<b>0%</b>	<b>20</b>	<b>100%</b>
<b>Value of alternatives</b>		<b>2.20</b>		<b>1.88</b>		<b>0.24</b>		<b>0.02</b>		<b>0.00</b>		<b>4.34</b>	
<b>INDICATOR CATEGORY</b>		<b>VERY HIGH PRESENCE</b>											
(according to data interpretation scale)													

It is, as Aguilar has defined (2006) and Noroño Sánchez et. al (2020), a "systematic process of control, monitoring, evaluation, guidance, advice, and training; administrative and educational; that one person performs

with others, over which he has a certain authority within the organization; to improve staff performance, increase their competition and ensure the quality of services. Supervise: is to exercise inspection or monitoring of a task or task. In keeping with the significance derived from the linguistic structure of the word, monitoring means "looking from above," "looking from above," (from Latin super, "about"). That is, supervising refers to the act of observing or studying something with a global vision and at a certain distance.

Therefore, in the sandwich restaurant, we approach supervision as a secondary or auxiliary method as it is a procedure closely linked to professional exercise, having become in recent decades, a pillar of professional action, consists, effectively in "looking from above," that is, it is an activity by which someone "looks" the work of another person over whom he has a responsibility.

### **DIMENSION: Human Relations**

Interpersonal relationships make up a set of judgments to achieve the knowledge of people in the organization because through the approaches that form between them, and they will manage the compensation of the needs of social relations; the more satisfaction they generate, the better they can help competently with the objectives set by the organization. In this case, the employees of the sandwich restaurant were consulted about human relationships at work. An average of 4.42 was evident, which, according to the pre-established data interpretation scale, was shown, it is categorized as Very Relevant, this dimension in the process of job satisfaction, highlighting the opinion of the employees, who consider that their bosses promote good relations between employees, have confidence in their co-workers, the roles and responsibilities are well defined, therefore they know what is expected of their employees, it is easy for them to express their opinions at work and feel that they are part of a good team, according to table 6. On the other hand, it could be observed that 35% of the staff surveyed express doubts as to the existence of trust among their co-workers.

**Table 6.-** Summary of Dimension: Human Relations

No.	Items	Alternatives										Total	
		TA(5)		DA(4)		NA/ND(3)		ED(2)		TED(1)			
		Fa	Fr	Fa	Fr	Fa	Fr	Fa	Fr	Fa	Fr	Fa	Fr
19	My boss fosters good relationships between collaborators.	13	65%	7	35%	0	0%	0	0%	0	0%	20	100%
20	I have confidence in my co-workers.	10	50%	3	15%	5	25%	2	10%	0	0%	20	100%
21	At work, roles and responsibilities are well defined, so I know what is expected of me.	12	60%	8	40%	0	0%	0	0%	0	0%	20	100%
22	It's easy for me to express my opinions at work.	8	40%	10	50%	1	5%	1	5%	0	0%	20	100%
23	I feel like I'm part of a good team.	11	55%	9	45%	0	0%	0	0%	0	0%	20	100%
<b>Average</b>		<b>11</b>	<b>54%</b>	<b>7</b>	<b>37%</b>	<b>1</b>	<b>6%</b>	<b>1</b>	<b>3%</b>	<b>0</b>	<b>0%</b>	<b>20</b>	<b>100%</b>
<b>Value of alternatives</b>		<b>2.70</b>		<b>1.48</b>		<b>0.18</b>		<b>0.06</b>		<b>0.00</b>		<b>4.42</b>	
<b>INDICATOR CATEGORY</b>		<b>VERY HIGH PRESENCE</b>											
(according to data interpretation scale)													

All this is consistent with the contributions of Soria (2004), who defines interpersonal relationships, as human relations constitute a systematic body of knowledge, increasingly voluminous, and whose objective should be the explanation and prediction of human behavior in today's industrial world. Its ultimate purpose is the development of an increasingly fair, productive and satisfied society, therefore, in the restaurant, good interpersonal relations are observed to require some equity in the organization, which provides equality at different levels, favoring an atmosphere of autonomy for employees to enhance them, for the sake of productivity in the restaurant of sandwiches, and the integral development of the human being.

This can be said that interpersonal relationships are essential to achieve organizational goals or achievements since, through social contact that collaborators have, they will be able to meet some needs to achieve the objectives set.

Likewise, the interaction that interpersonal relationships maintain is determined by the communication, contact, and treatment that can be built between collaborators in different spaces and times. Relationships between collaborators depend on the possibilities of interpersonal communication during working time, for the well-being of the

collaborator; they should tend to promote contact, reduce the isolation of staff in their position and allow the execution of group work. The main social processes that act in interpersonal relationships are conflict, communication, and leadership.

### **DIMENSION: Promotion and training**

Promotion and training have become a critical factor in the success of companies, having an ongoing training process is a key to people who are part of the organization responding appropriately to changes and allows the necessary skills to develop in the performance of the work. Companies require people to have sufficient knowledge, have the essential skills, and manage the procedures they deem necessary to succeed. This success will depend on everyone's effectiveness in achieving the company's goals, and this is only achieved by relying on people who have that knowledge, skills, and know the methods to do their job. Training must be carried out continuously.

Therefore, the questionnaire applied to sandwich restaurant employees shows that the promotion and training dimension, have an average of 3.83 according to the scale of data interpretation as a high presence, that is, employees consider that the possibilities to move up, are equitable for all employees, the promotion at work also involves a remunerative improvement, workers have opportunities to ascend, the training necessary to perform my job correctly is received, when new policies and procedures are put in place in the organization, they receive sufficient exercise. The organization takes into account seniority, to ascend to other jobs, as noted in Table 7. On the other hand, it was observed that 55% of the staff surveyed express doubts that the possibilities to ascend are equitable for all employees, 40% consider that promotion at work does not also involve a remunerative improvement, 70% say that there are no opportunities to ascend in the organization 70%, and finally, 45% of employees consider that the organization does not take into account seniority, to move up to other jobs.

**Table 7.-** Summary of dimension: Promotion and Traini

No.	Items	Alternatives										Total	
		TA(5)		DA(4)		NA/ND(3)		ED(2)		TED(1)		Fa	Fr
		Fa	Fr	Fa	Fr	Fa	Fr	Fa	Fr	Fa	Fr		
24	The possibilities for promotion are equitable for all employees.	5	25%	4	20%	8	40%	2	10%	1	5%	20	100%
25	Ascent at work also involves a remunerative improvement.	6	30%	6	30%	6	30%	1	5%	1	5%	20	100%
26	Here I have opportunities to ascend.	4	20%	2	10%	9	45%	4	20%	1	5%	20	100%
27	I get the training I need to do my job properly	10	50%	10	50%	0	0%	0	0%	0	0%	20	100%
28	When new policies and procedures are implemented in the organization, I receive sufficient training.	10	50%	9	45%	1	5%	0	0%	0	0%	20	100%
29	The organization takes seniority into account, to move to other jobs.	4	20%	7	35%	6	30%	2	10%	1	5%	20	100%
<b>Average</b>		<b>7</b>	<b>33%</b>	<b>6</b>	<b>32%</b>	<b>5</b>	<b>25%</b>	<b>2</b>	<b>8%</b>	<b>1</b>	<b>3%</b>	<b>20</b>	<b>100%</b>
<b>Value of alternatives</b>		1.63		1.27		0.75		0.15		0.03		<b>3.83</b>	
<b>INDICATOR CATEGORY</b>		<b>HIGH PRESENCE</b>											
(according to data interpretation scale)													

The training of staff must be a priority in every company, especially in the sandwich restaurant, because as is the well-said staff is the most valuable resource. Consequently, if the human factor is increased and perfected, both benefit, therefore, following Chiavenato (2010), training is the process by which, the sandwich restaurant, encourages the worker or employee to increase their knowledge, skills, and skills to increase the efficiency in the execution of the task, and thus contribute to their well-being and that of the institution, in addition to completing the selection process, since it guides the new employee on the characteristics and particularities of the worker.

### **DIMENSION: Communication**

The communication seeks to establish contact with someone else through ideas, facts, thoughts, and behaviors, seeking a reaction to the statement that has been sent to close the circle. Thus, communication implies an objective, which is usually to change, reinforce or teach the

behavior, attitudes, and knowledge of the person who receives the messages, within an organization, the communication can be horizontal (between the peers, in this case between the co-workers) and vertical (between the boss or supervisor with his supervised).

The communication in a sandwich restaurant, is characterized according to the questionnaire applied with an average in the dimension of 4.57, that is, employees consider that they can easily access the information they need to perform their work, are informed of what happens in the sandwich restaurant, and use different means such as meetings, letters, memoirs, additionally receive notifications about changes and achievement of goals is clear, correct and timely, it is easy to access communication with their superiors, maintain proper contact with their colleagues from other areas of work and the organization keeps informed of the achievement of proposed goals and objectives, according to table 8.

**Table 8.-** Summary of dimension: Communication

No.	Items	Alternatives										Total	
		TA(5)		DA(4)		NA/ND(3)		ED(2)		TED(1)		Fa	Fr
		Fa	Fr	Fa	Fr	Fa	Fr	Fa	Fr	Fa	Fr		
30	I can easily access the information I need to do my job.	11	55%	9	45%	0	0%	0	0%	0	0%	20	100%
31	Different means such as meetings, letters, memoirs, etc. are used to be informed of what is happening in the sandwich restaurant.	13	65%	7	35%	0	0%	0	0%	0	0%	20	100%
32	In the sandwich restaurant, the information received about changes and goal achievement is clear, correct, and timely.	8	40%	11	55%	1	5%	0	0%	0	0%	20	100%
33	I find it easy to access to communicate with my superiors.	14	70%	6	30%	0	0%	0	0%	0	0%	20	100%
34	I maintain proper communication with colleagues in other areas of work.	10	50%	10	50%	0	0%	0	0%	0	0%	20	100%
35	In the restaurant, they keep me informed of the achievement of proposed goals and objectives.	13	65%	7	35%	0	0%	0	0%	0	0%	20	100%
<b>Average</b>		<b>12</b>	<b>58%</b>	<b>8</b>	<b>42%</b>	<b>0</b>	<b>1%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>20</b>	<b>100%</b>
<b>Value of alternatives</b>		<b>2.88</b>		<b>1.67</b>		<b>0.03</b>		<b>0.00</b>		<b>0.00</b>		<b>4.57</b>	
<b>INDICATOR CATEGORY</b>		<b>VERY HIGH PRESENCE</b>											
(according to data interpretation scale)													

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Therefore, the employees who make up the sandwich restaurant must continue to strive to know their human side, stopping above all in communication. According to Lucas (2016), the interest in the study of organizational communication arises in the theoretical and practical needs of organizations, aimed at attempts to improve the very communication skills of those involved in economic processes and evolution that according to theories of the organization are increasingly focused on organizational culture.

### **DIMENSION: Workplace**

A work position means the part of the production area established to each worker and equipped with the means of work necessary for the fulfillment of a particular part of the production process, in the restaurant of sandwich, employees state that the dimension put as an intervention agent in job satisfaction in an average of : 4.39 that according to the scale of interpretation of data as a very high presence, that is, that employees consider that their work on a daily basis allows to develop their skills, the work that he performs regular tests his knowledge and abilities, excellent performance is a critical aspect to achieve a promotion in the organization, the work they do on a daily basis represents a challenge for them , when there are difficulties at work, they receive the support of their colleagues, in addition the activities that are carried out daily are in accordance with the functions established in their contracts and enjoy working with their colleagues, as indicated in Table 10. On the other hand, it could be observed that 25% of the staff surveyed express doubts as to the relationship of excellent performance as an essential aspect to achieve a promotion in the organization; also, 20% consider that the work they do daily represents a challenge for me, as well as 15% of the difficulties in the work, they receive the support of their peers. Finally, 10% believe that they do not like working with their co-workers.



**Table 9.-** Summary of dimension: Workplace

No.	Items	Alternatives										Total	
		TA(5)		DA(4)		NA/ND(3)		ED(2)		TED(1)		Fa	Fr
		Fa	Fr	Fa	Fr	Fa	Fr	Fa	Fr	Fa	Fr		
36	The work I do every day allows me to develop my skills.	13	65%	4	20%	3	15%	0	0%	0	0%	20	100%
37	The work I do daily tests my knowledge and abilities.	14	70%	5	25%	1	5%	0	0%	0	0%	20	100%
38	Excellent performance is an essential aspect of achieving promotion in the organization.	12	60%	3	15%	3	15%	2	10%	0	0%	20	100%
39	The work I do daily is a challenge for me.	6	30%	10	50%	3	15%	0	0%	1	5%	20	100%
40	When I have difficulties at work, I get support from my peers.	10	50%	7	35%	2	10%	1	5%	0	0%	20	100%
41	In the restaurant, the activities I do daily are following the functions established in my contract.	13	65%	6	30%	1	5%	0	0%	0	0%	20	100%
42	I like working with my co-workers.	12	60%	6	30%	1	5%	1	5%	0	0%	20	100%
<b>Average</b>		<b>11</b>	<b>57%</b>	<b>6</b>	<b>29%</b>	<b>2</b>	<b>10%</b>	<b>1</b>	<b>3%</b>	<b>0</b>	<b>1%</b>	<b>20</b>	<b>100%</b>
<b>Value of alternatives</b>		<b>2.86</b>		<b>1.17</b>		<b>0.30</b>		<b>0.06</b>		<b>0.01</b>		<b>4.39</b>	
<b>INDICATOR CATEGORY</b>		<b>VERY HIGH PRESENCE</b>											
(according to data interpretation scale)													

Following Cola (2010), the results in terms of the jobs referred to the area established for the worker to perform a specific task within the work process, being equipped with the necessary means of work to carry out a particular job, and therefore, the work activity area of the sandwich restaurant, is equipped with the corresponding means of action and where its workers transform the work objects and obtain the products or develop the services inherent in their position or occupation.

## CONCLUSIONES

This research concluded on the objective: to analyze the effective strategies for the management of human talent in terms of job satisfaction and management of the knowledge of the workers of the sales points of the restaurant chain of Monteria sandwiches, it was possible to determine through the discussion of the results of this research, recognize the main shortcomings in terms of the factors that affect the job dissatisfaction of the chain of a sandwich restaurant in the city of Montería, which allowed to generate three strategies to achieve the job satisfaction of employees

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who are in the positions of promotion of sales at the different points of the said fast-food chain, which are structured as follows:

- **Remuneration and Labour Benefits:** While it could be noted that a large part of the staff surveyed, states that, what it earns allows him to meet his needs and those of his family, there is a percentage of people (in a smaller proportion), that he stated that the remuneration they receive, is not in line with the work they do, that they do not observe job security in the future, that the salary they receive is not attractive compared to what they would receive in other organizations and that they had delays in paying the remuneration.

- **Supervision and Human Relations:** According to the surveys developed, for the most part, the workers surveyed claimed that they receive recognition from their bosses when a good job is done, however, an important part said that they are not recognized on the excellent work carried out. On the other hand, as regards human relations, the employees consider that their bosses foster good relationships between the collaborators and have confidence in their co-workers; however, a significant part expresses doubts as to the existence of trust among their co-workers.

- **Promotion:** it could be observed that many of the staff surveyed express doubts that the possibilities for development are equitable for all employees, as well as that promotion at work does not also involve a remunerative improvement, on the other hand, they say that there are no opportunities to ascend in the organization, and finally, the employees consider that the organization does not take into account seniority, to climb to other jobs.

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