

IMPACTO DE LA SOBRECARGA LABORAL EN LA SATISFACCIÓN DE LOS SERVIDORES PÚBLICOS DEL GAD MUNICIPAL DE ALAUSÍ

IMPACT OF WORK OVERLOAD ON JOB SATISFACTION AMONG PUBLIC SERVANTS OF THE MUNICIPAL DECENTRALIZED AUTONOMOUS GOVERNMENT OF ALAUSÍ

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RESUMEN: En el sector público, la gestión del talento humano representa un aspecto necesario para asegurar mejores servicios institucionales, puesto que las demandas laborales han aumentado significativamente. El objetivo del presente estudio se basa en analizar la correlación de la sobrecarga de trabajo con la satisfacción de los servidores del Gobierno Autónomo Descentralizado Municipal de Alausí. El estudio adoptó un diseño de investigación cuantitativo utilizando un enfoque no experimental, transversal y correlacional con una serie de instrumentos tipo Likert desarrollados con base en la escala ESCAM y el cuestionario S20/23 para evaluar la sobrecarga y satisfacción laboral respectivamente. La fiabilidad del instrumento se confirmó por medio del coeficiente Alfa de Cronbach ($\alpha = 0,813$). Los datos fueron analizados utilizando estadísticas descriptivas y el coeficiente de correlación de Spearman. Los resultados indicaron que la sobrecarga de trabajo estaba presente en un rango moderado y alto, pero había una influencia notable de las demandas cognitivas como de la presión de tiempo. Por el contrario, la satisfacción laboral mostró niveles particularmente altos con una mayor valoración en el contenido del trabajo y una menor remuneración. En términos generales, se evidenció que existe una correlación negativa débil y no significativa entre las dos variables ($Rho = -0,128$). Sin embargo, un análisis más específico por dimensiones demostró que la reducción en la autonomía y el apoyo social-organizacional se encuentran significativamente asociados con niveles más bajos de satisfacción laboral, mientras que las demandas cognitivas presentan relaciones positivas con algunas dimensiones satisfactorias. Se concluye que el impacto de la sobrecarga laboral dependerá del equilibrio que existe entre las demandas y los recursos organizacionales, siendo estos últimos determinantes del bienestar laboral del personal del sector público.

Palabras clave: Satisfacción laboral, sobrecarga laboral, escala ESCAM, cuestionario S20/23

ABSTRACT: In the public sector, human talent management represents a key factor in ensuring improved institutional service delivery, particularly in contexts where work demands have increased significantly. The objective of this study was to analyze the correlation between work overload and job satisfaction among public servants of the Municipal Decentralized Autonomous Government of Alausí. The research adopted a quantitative approach with a non-experimental, cross-sectional, and correlational

design, using Likert-type instruments based on the ESCAM scale and the S20/23 questionnaire to assess work overload and job satisfaction, respectively. The reliability of the instrument was confirmed through Cronbach's Alpha coefficient ($\alpha = 0,813$). Data were analyzed using descriptive statistics and Spearman's correlation coefficient. The results indicated that work overload was present at moderate to high levels, with a notable influence of cognitive demands and time pressure. In contrast, job satisfaction showed generally high levels, with greater valuation in the content of work and lower satisfaction regarding remuneration. Overall, a weak and non-significant negative correlation was found between the two variables ($Rho = -0.128$). However, a more detailed dimensional analysis revealed that reduced autonomy and social-organizational support are significantly associated with lower levels of job satisfaction, while cognitive demands showed positive relationships with certain satisfaction dimensions. It is concluded that the impact of work overload depends on the balance between job demands and organizational resources, with the latter playing a determining role in the occupational well-being of public sector employees.

Keywords: *job satisfaction, work overload, scale ESCAM, questionnaire S20/23*

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INTRODUCTION

Human talent management in the public sector represents a principal strategic axis that fosters the quality of the services that the State offers to the citizenry. In this study the importance of the relation between the overload of functions and low job satisfaction is analyzed, since the increment of the demands affects the equilibrium between the responsibilities with the capacity of compliance (1). In the case of the Municipal Decentralized Autonomous Government (GAD) of Alausí, it results important owing to the growing number of labor demands, emergencies, the pressure for the results or the lack of resources assigned to the institution. All the aspects previously mentioned impact on the job satisfaction in aspects such as the supervision, work conditions, clarity of processes, autonomy and the recognition of superiors. Antecedents that delimited the importance of the present thematic and the development of the same.

Under this context, in the public institutions, the quality among the services as the capacity of response is related significantly with the performance and well-being of its servers, which establishes that the work conditions are recognized as strategic factors of management (2). In this context, the work overload can be defined as the perception of the excessive labor demands (in terms of volume, time pressure or complexity) that tension the resources both physical, cognitive and emotional of the workers which affects in a progressive manner their attitude toward the post and the organization (3).

In addition, the overload generates a continuous disequilibrium between the expectations of performance in the work (demands related with the tasks, time pressure and complexity, emotional, physical, interactions with the tasks, social and organizational support or the clarity of functions, tools, work conditions) including the availability of time for the taking of decisions (4). When the demands surpass routinely the resources, a process begins with affectation or the deterioration of the health,

resulting in an increase of the stress, the exhaustion, and minimizing the labor attitudes, such as the satisfaction (5).

On the other hand, the dependent variable delimited by the job satisfaction is defined as a relatively stable evaluative attitude toward the work, based on the daily experience of the server and the comparison between the expectations with the real conditions (supervision, treatment, resources, recognition, autonomy, justice, climate, etc.) (6). In the public sector, the satisfaction is not only related with the individual well-being, but with the results at the organizational level where the commitment, sustained performance, reduction of the absenteeism and quality of the service lent to the public is detached (7).

In the municipal GAD of Alausí, the relation between the work overload and the job satisfaction results particularly important owing to the increase of the institutional demands, the pressure for results, the constant attention to the citizens and the limited resources. These conditions create an environment where the public servers must equilibrate multiple responsibilities, which can affect their perception of the work and their level of satisfaction.

Diverse theories permit the comprehension of the relation between the studied variables. Among which stands out the model of the Job Demands and Resources (Job Demands-Resources, JD-R), which constitutes the principal base of comprehension of the work overload and how it can affect the job satisfaction. From this perspective, the labor demands encompass the physical, cognitive, temporal and emotional aspects that require a continuous effort. While the labor resources include aspects such as the autonomy, the support of the supervisor, the cooperation among companions and the organizational conditions that promote the compliance of the institutional objectives. In addition, it is recognized that the leadership is not only a resource, but an antecedent of the demands, as well as the available support and the level of exigencies (8).

Another base results applicable with the Conservation of Resources Theory (COR), according to which it mentions that the stress occurs when the persons feel a loss of resources, the risk of loss or an inadequate capacity to replenish what the work thus consumes. This theory contributes the JD-R model upon analyzing why the accumulation of several tasks, the multitasking, the duration of the work time and the chronic pressure lead to the exhaustion in the workplace or the diminution of the occupational well-being in its set (9).

In set, the analyzed theories delimit that the link between the overload of and the job satisfaction is not casual nor individual, but that it is the result of a structural relation between demands, resources and perceptions of the organizational environment. In the JD-R model, the greater demands arise from a process of deterioration that exhausts the energy and provokes tension, tiredness and negative attitudes toward the work. While the labor resources activate a motivational process that strengthens the commitment and the job satisfaction (10). Recent publications validate the negative association of the labor demands with the subjective well-being, while the resources are correlated positively, even if it is in an indirect form. In addition, when the time pressure, the emotional load or the cognitive demands prevail without the adequate support, the job satisfaction will be minimal. Therefore, the theory of the study is established from the

negative relation between a greater perceived overload and a diminution of the job satisfaction (11) (12).

In Latin America, the international organizations have warned that the labor environment has been affected by the economic, social and work changes from its intensity or the labor pressures that influence both in the well-being of the employee and in the productivity. Therefore, the local governments must consider that the work requires of policies focused on the well-being and organization of the employment, particularly in contexts of pressure and periods of economic recovery (13).

For the exposed, the objective of this study is delimited in investigating the correlation of the overload with respect to the job satisfaction among the public servers of the Municipal GAD of Alausí in the year 2026. In addition it is developed in three fundamental phases: In the first place, the perception of the public servers of the Municipal GAD of Alausí with respect to the overload and job satisfaction will be analyzed. Second the correlation or not of the two variables of study will be established. Finally, recommendations or necessities of improvement in the distribution of work loads, the institutional support and the conditions of performance in the institution will be delimited.

Therefore, the importance of the investigation is based on the generation of empirical evidence that promotes the taking of decisions in the management of the human talent within the public sector. In addition to contributing to the improvement of the labor conditions, optimizing the performance of the institution and strengthening the quality of the service to the citizenry.

MATERIALS AND METHODS

In order to address this investigation a quantitative design was required, owing to that its objective was the evaluating objectively the relation between overload and the job satisfaction among the public servers of the Municipal Decentralized Autonomous Government of Alausí. The reason of this approach was significant since it permitted compiling standardized data, processing them statistically and establishing patterns of relation between both variables, which was part of a transversal analytic observational study.

The design of the study was transversal, correlational and non-experimental. Since, the variables were not manipulated intentionally, they were observed such as they develop in the institutional context. Transversal since the collection of information was effected during a single moment in the year 2026 and correlational owing to that the principal objective consisted in verifying if there exists relation between the overload and the job satisfaction. This methodological justification was coherent with the problem posed and the interest of generating evidence on the management of the human talent in the public sector.

The sources of information were primary as secondary. The primaries were obtained from the surveyed public servers of the Municipal GAD of Alausí. The secondary sources corresponded to scientific articles, methodological literature and recent studies of the overload as of job satisfaction. The population of study was of 346 employees, and a

sample of in 60 participants determined by means of the calculation for finite populations with an error of 5% and a level of confidence of 1.96 (95%).

For the collection of data a survey conformed by two instruments was utilized. The job satisfaction was determined by means of the S20/23 questionnaire, action commonly utilized in investigations related with the labor climate and the well-being. Recently, it has been found that this instrument possesses effective psychometric characteristics, sufficiently reliable and consistent in its dimensions, as well as in its use in Latin American and Ecuadorian environments. In order to measure the work overload, the ESCAM scale was adopted since it is a multidimensional instrument that permitted measuring cognitive demands, complexity of tasks, temporal organization, work rhythm and effects on the health. Recent investigations in adaptation and validation of the instrument back the utility of the ESCAM in the Spanish-speaking population as labor context.

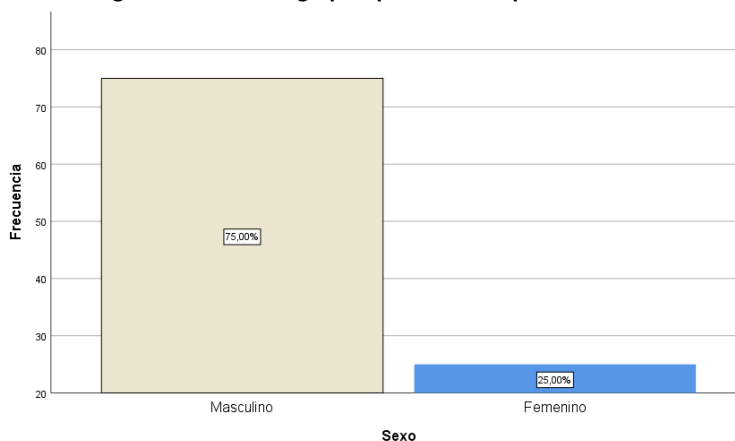
Both questionnaires were developed with a Likert-type scale that favored the measurement of the labor perceptions. This instrument also was validated by means of the reliability coefficient Cronbach's Alpha, maintaining an internal consistency among blocks and obtaining a result of 0.813. Therefore, the posed questionnaire is accepted as very good since it is greater than 0.70. Given that the Likert-type responses lead to ordinal data, descriptive statistics were utilized to summarize frequencies, means and dispersion, as the Spearman's correlation coefficient, a non-parametric test.

RESULTS

The obtained results permit establishing the behavior of the variables of study in the municipal GAD of Alausí, from a descriptive as correlational level.

General data (sociodemographic)

Figure 1. Sociodemographic profile of the public servers



The compiled data have established the profile of the public server that labors in the municipal GAD of Alausí, corresponding in greater proportion to young adult men, who maintain a time of service in the institution of 1 to 3 years of permanence and who are found distributed in distinct areas or departments. Data that establish the importance of the obtained information since it suggests results with perceptions of active, functional personnel and who are found exposed to organizational demands.

Work overload

The results determine that within the municipal GAD of Alausí there exists a work overload within a primarily moderate level and high in lesser cases. The obtained data do not delimit that this variable does not present itself only as an exceptional case but as a relatively extended condition in the institution.

Table 1. Results of the work overload by dimensions

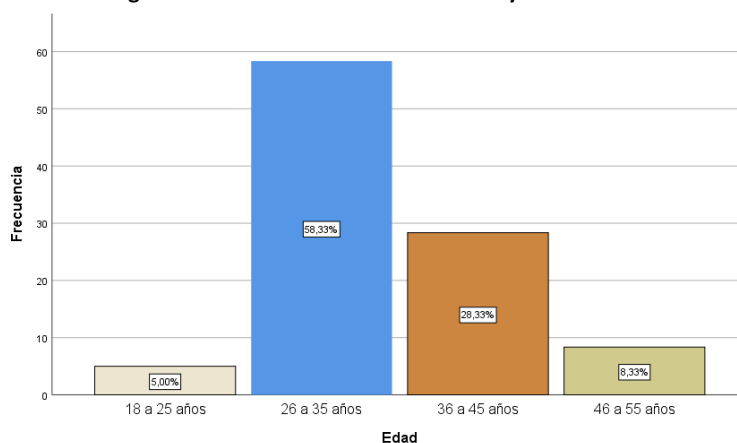
Dimension	Mean	High %	Moderate %	Low %
Cognitive demands	4.33	90.0	6.7	3.3
Time pressure / temporal demands	3.68	45.0	51.7	3.3
Emotional load	3.48	48.3	36.7	15.0
Physical effort	3.28	21.7	61.7	16.7
Autonomy	2.92	5.0	80.0	15.0
Social-organizational support	2.72	11.7	45.0	43.3

The dimension with greater presence is found in the cognitive demands with a 90%. Situation that determines a high exigency within the concentration, the permanent analysis of information and the constant taking of decisions. Subsequently the pressure in the time, that is to say, there exist adjusted or limited deadlines to conclude with the tasks.

The emotional load also was established with considerable values, evidencing that the personnel perceives wear and tension in the development of its functions. The physical effort was moderate. Therefore, the more predominant overload in the GAD was of cognitive, temporal and emotional type.

On its part the dimensions of autonomy, social and organizational support were relatively lesser data, which would suggest that there exist certain protective resources. Despite that in greater measure moderate responses are found, the results could not be considered as favorable.

Figure 2. Results of the work overload by dimensions



In general, the results delimit that the work overload in the municipal GAD of Alausí is established principally at the cognitive and temporal level, with a component of emotional relevance. Despite this it is evidenced that there do not exist extreme values in the sample but yes predominant conditions in the work. Despite that there exist elements of autonomy, social and organizational support these do not compensate completely the demands perceived by the personnel. In this sense, this variable presents

a consistent behavior where the functional demands, the operative complexity and the temporal pressure impact on the experience of the public servers.

Job satisfaction

The results of the job satisfaction showed a high behavior in a great part of the surveyed. These findings show that despite the presence of relevant labor exigencies, the majority of the servers consider that they possess organizational elements that permit perceiving in a positive manner the work.

Table 2. Results of job satisfaction by dimensions

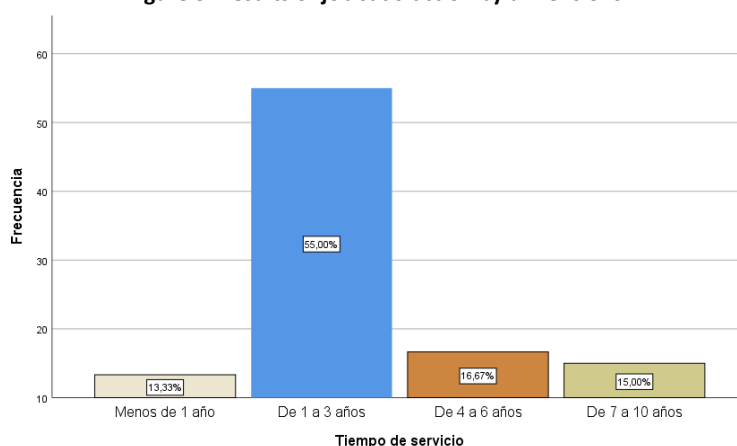
Dimension	Mean	High %	Moderate %	Low %
Satisfaction with the supervision	3.64	58.3	36.7	5.0
Work conditions	3.58	55.0	40.0	5.0
Satisfaction with the participation and autonomy	3.70	51.7	43.3	5.0
Satisfaction with the content of the work	4.24	76.7	23.3	0.0
Satisfaction with the remuneration	3.23	30.0	58.3	11.7

The results demonstrate that the public servers of the municipal GAD of Alausí feel conform with the contents of the work. It is thus how the functionaries find sense, utility and importance to the activities that they realize, strengthening in this manner the identification of the posts.

They also feel satisfaction with the participation, autonomy and the work conditions. Which indicates that in general terms that the personnel values the accompaniment of the superiors as the material and organizational environment. Despite this, the moderate terms delimit that completely consolidated levels are not yet reached.

However, in satisfactory terms the remuneration constitutes the most sensitive aspect within the GAD. Therefore, despite that the job satisfaction is favorable not all its dimensions maintain the same intensity.

Figure 3. Results of job satisfaction by dimensions



For the exposed, the results affirm a high job satisfaction within the municipal GAD of Alausí, although with differences among its dimensions. The principal strength is delimited in the content of work, followed by the supervision, the work conditions and the participation with autonomy. The remuneration on the other hand is configured as the weakest dimension. In this context, the dependent variable is favorable but not

exempt from internal tensions, for which it results key to interpret its relation with the work overload.

Correlation of variables

The relation between the overload and job satisfaction was realized by means of global scores and by scores by dimensions. In the general sense, the variables maintain a negative and statistically weak relation. In general terms it should be expressed that to greater overload presented lesser will be the job satisfaction. However, its reduced association does not permit affirming a consistent relation in the analyzed sample.

Table 3. Global correlation of the variables

	SATISFACTION_TOTAL
Spearman's Rho OVERLOAD_TOTAL Coefficient of correlation	-0.128
Sig. (bilateral)	0.330
N	60

At the institutional level, it is evidenced that the levels of work overload in the municipal GAD of Alausí are not necessarily the unique determinants of the job satisfaction, but also depend on more specific parameters in terms of the nature of the work, the resources, the organizational support and the conditions in which the functions are performed. Therefore, the correlation of both variables cannot be analyzed at a generalized level but by each one of the dimensions.

Table 4. Significant correlations between dimensions of both variables

Overload dimension	Satisfaction dimension	Rho	Sig.	Interpretation
Cognitive demands	Supervision	0.349	0.006	Positive, weak to moderate
Cognitive demands	Work conditions	0.294	0.023	Positive, weak
Cognitive demands	Content of the work	0.405	0.001	Positive, moderate
Emotional load	Supervision	-0.275	0.033	Negative, weak
Autonomy (recoded)	Supervision	-0.468	<0.001	Negative, moderate
Autonomy (recoded)	Work conditions	-0.281	0.030	Negative, weak
Autonomy (recoded)	Participation and autonomy	-0.552	<0.001	Negative, moderate
Autonomy (recoded)	Content of the work	-0.405	0.001	Negative, moderate
Autonomy (recoded)	Remuneration	-0.363	0.004	Negative, weak to moderate
Social-organizational support (recoded)	Supervision	-0.513	<0.001	Negative, moderate
Social-organizational support (recoded)	Work conditions	-0.314	0.015	Negative, weak
Social-organizational support (recoded)	Participation and autonomy	-0.640	<0.001	Negative, strong
Social-organizational support (recoded)	Content of the work	-0.587	<0.001	Negative, moderate
Social-organizational support (recoded)	Remuneration	-0.364	0.004	Negative, weak to moderate

The dimensional breakdown confirms that the more sensitive components for the job satisfaction are not all the types of work load equally, but principally those associated with the reduction of the autonomy and the lesser social-organizational support. The most significant relation was found in the negative correlation between the lack of social-organizational support and lesser satisfaction with the participation and autonomy. Data that demonstrate that the minimal support of the team, superiors or of the institution also diminishes its possibility of participating, proposing ideas and working in an autonomous manner.

In the same form, with respect to the satisfaction as to the content of the task, the supervision, the work environment and the remuneration, the lack of social-organizational support is correlated negatively. These implications are clear, the organizational support has a transversal impact on the labor experience, since it reduces the sensation of work overload and promotes the improvement of other satisfactory dimensions.

The autonomy presented strong significant negative correlations in almost all the dimensions of satisfaction, principally with the participation and autonomy, supervision and the content of the work. In the practice, this suggests that when the employees feel that they lack the autonomy to determine and organize the work, they tend to report worse qualifications both of their institutional participation and of the meaning and quality of their labor experience.

The emotional load was not linked significantly with the general satisfaction, but yes it showed a negative relation with the satisfaction with the supervision. The result establishes that the emotional exhaustion can increase, in absence of the adequate support.

The cognitive demands, on the other hand, were linked positively with the supervision, the work conditions and the content of the work. This delimits that the duties that demand attention, reflection and judgment are not necessarily perceived as a factor of negative stress, but as complementary, interesting or professionally gratifying functions in some of the positions.

Recommendations

In accordance with the obtained results, several recommendations have been delimited, such as that the municipal GAD of Alausí can realize a revision and redistribution of the work load, especially in those units with greater cognitive pressure as of time. In this sense the work overload was established in a moderate level, a high concentration of mental demands and short temporal deadlines is evidenced, which determines the necessity of realizing an examination of the distribution of functions, the institutional response times and the concentration of activities in some posts. Therefore, the institution could improve the system of processes referring to the internal planning, prioritization of activities, and the adaptation of tasks as of schedules to prevent the unnecessary accumulation of tasks that impacts on the daily work.

In equal manner, it results important the strengthening of the functional autonomy of the public servers, since this dimension had one of the clearer negative associations with the job satisfaction. The results indicate that when the personnel feels limited to decide how to structure its work or to participate freely in the realization of tasks, there exists reduction in its satisfaction. This includes that the management must support environments where more persons can involve themselves in a greater number of taking of operative decisions, with responsible delegation, flexibility in the functionality of the tasks, without affecting the existing institutional normative framework. Therefore, a greater autonomy contributes to diminish the phenomenon of overload, in addition to strengthening the positive value of the work realized.

Another strategic aspect is the social and organizational support, this dimension was correlated with each aspect of the job satisfaction. The support of the superiors, the

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collaboration with other employees and of the institution are necessary to manage the work load. Therefore, it is suggested to develop an organizational culture of effective communication, internal coordination and effective backing during the moments of high load. In order to foster the practice of this type, it would be possible to realize a more regular monitoring by means of follow-up sessions, more rapid internal means to deal with the operative struggles and assistance for immediate supervisors, especially in units that work under greater pressure.

With respect to the supervision, a close and facilitating style of leadership shall be strengthened. Although the evaluation of this dimension was mostly positive, it was found that the managerial support is a factor of great importance for the satisfaction in the work with respect to the management of the emotional load. In this sense, also it is recommended that the responsible of each unit or area can establish practices of continuous feedback, clarification of priorities of labor tasks and recognition of the effort of the personnel. The supervision must not only serve as a function of control of compliance, but also represent an institutional resource to organize the tasks, eliminate the uncertainty and support the workers in challenging situations.

On the other hand, it is suggested to attend the dimension of emotional load, since there exists a strong proportion of the personnel that experienced exhaustion and emotional tension owing to its labor tasks. Although this dimension did not show a stronger relation than the general satisfaction, yes a negative association with the satisfaction with respect to the supervision was evidenced, which suggests that the emotional fatigue asks to intensify if the labor force does not perceive sufficient hierarchical backing.

With respect to the work conditions, upon evidencing a mostly favorable perception, it is recommended to continue reinforcing the material, computer and organizational resources that permit that the functions evolve without too much difficulty. This implies analyzing the adequacy of the labor environment (equipment, material resources, digital resources, technology and physical environment) particularly in areas where the cognitive and temporal demands are severe. Maintaining these conditions in a favorable manner improves not only the facility of realizing the work, but also contributes the sustained satisfaction at medium plane.

An aspect that must be considered with greater attention is the dimension of the satisfaction with the remuneration, since it was the least valued dimension. Although the institution can have budgetary and regulatory restrictions in salary matter, complementary non-monetary recognitions can be developed to help to cover the deficiency of this negative vision. For this, it is advisable that mechanisms for the improvement of the recognition of the performance, achievements, certification of good practices, training and possibilities of internal development be established. These measures do not substitute the economic aspect but can contribute to improve the perception of equity and valuation of the work realized.

Also it is recommended that the municipal GAD of Alausí implement a permanent system to maintain the labor climate, the work load and the satisfaction of the personnel, so that they have continuous evidence for the taking of decisions throughout the time. The application of diagnostic instruments permits an interpretation of a particular moment, however, the management of the institution improves when this

process converts into regular tools of monitoring. In this sense it is recommendable the development of semestral or annual evaluations, to verify changes in the perceptions of the personnel and identify key aspects of improvement as any real change realized.

The institutional actions must not only center on reducing tasks, but more well on equilibrating the demands with the labor resources. The findings of the study suggest that this does not imply that all the demands have negative effects on the satisfaction, since some aspects of the work, especially the content of the work, are positively associated with the cognitive demands. The satisfaction of the employees can increase with the importance of complying works, the meaning including the organizational backing. Therefore, it is important that the objective of improvement not be simply the minimization of the intensity of the work, but more well that the autonomy, support, adequate leadership, conditions and institutional recognition be maintained.

DISCUSSION

The obtained results generate a critical analysis on the overload and job satisfaction in the context of the Ecuadorian public sector.

In the first instance, a weak to moderate negative correlation between both variables is evidenced, which denotes a non-uniform and neither linear relation. Findings that coincide with several international studies that affirm that the work load of an employee is not constantly linked to a diminution of the job satisfaction, particularly when the organizational resources have mitigated adverse effects (14). In this sense, the labor demands can act of two forms, either as a factor of exhaustion of the employee or as a challenge of commitment. The positive participation in the work and the job satisfaction can be improved when the workers understand the demands as opportunities for the labor development (15).

Given the findings, the cognitive demands were associated positively with dimensions such as the content of the work, indicating that the public servers find the complexity of their roles high and significant. This behavior is associated if environments with adequate assignment of resources are found that despite establishing high cognitive demands, are associated with a greater commitment and job satisfaction, especially in the public sector (16).

Result different from that found by Tremblay, since it affirms that the diminution of the autonomy and the reduced social-organizational support are identified as the most important determinants of the reduction in the job satisfaction, correlating with the conclusion of the present investigation. In addition, they indicated that the labor autonomy constituted one of the most important resources that influence in the sense of well-being of the employees because it helps them to control better their work loads, diminishing the sensation of overload (17).

In similar manner, the social-organizational support was associated significantly in a negative manner with several dimensions of the job satisfaction, underlining even more the role of the organizational support as a resource in the organizational context. Consequently, the empirical evidence has demonstrated that the individual measures related with the work of perceived organizational support affect negatively the labor

stress and affect positively the job satisfaction, and this is especially true in contexts of high demand (18).

On the contrary, the positive satisfaction with the content of the work in contexts of overload indicates that the public servers maintain a positive intrinsic valuation of their roles. It is widely known that the motivation and the vocation of service can act as a buffer of the dissatisfaction toward the work load, contributing to the satisfaction, even when the labor performance is not the adequate (19).

Finally, the low level of satisfaction with the salaries is an example of a common systemic restriction in the public sector, a fact where the extrinsic considerations do not always coincide with the expectations of the employee. Recent investigations have demonstrated that the perception of salary inequity harms the job satisfaction, despite the beneficial evaluation of other aspects of the work, confirming that the economic factors are determinants of the labor experience (20).

Upon combining these findings, we can reiterate that the work overload must not be measured only in volume of work, but as a disequilibrium of work load with the resources provided by the organization. The evidence in this sense backs the evidence that we must strengthen components such as the autonomy, the leadership and the institutional support to have a better labor culture on the public side.

CONCLUSIONS

The correlation between the overload and the job satisfaction analyzed in the present investigation applied to the public servers of the municipal GAD of Alausí demonstrated a non-linear nor homogeneous relation at the general level. In general terms a weak and non-significant negative association between both variables was identified, demonstrating that the overload in the work does not act directly on the job satisfaction in the institution.

However, the analysis applied by dimensions permitted identifying several important findings. Within which, stands out the positive relation of the cognitive demands with dimensions of the job satisfaction, establishing that the work based on the analysis, the taking of decisions the processing of information can be considered as significant and motivator for the public servers. Result that denotes that not all the types of work overload can generate negative results and can in some cases act as labor challenges that reinforce the commitment.

On the other hand, the aspects related with the reduction of the autonomy and the social-organizational support revealed significant negative associations with the job satisfaction, converting them into the most important factors of this study. These findings suggest that the lack of organizational resources, more than the existing work load, are the principal components that minimize the job satisfaction among the public servers.

In this sense, the results suggest that the work overload is a multidimensional phenomenon that needs to be analyzed in function of the equilibrium between the demands and the resources. In this manner, the institutional leadership and the

organizational support position themselves as essential strategies to improve the job satisfaction and the well-being of the public sector.

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