

The Influence of Organizational Clarity on the Labor Absorption of Employees in Private Companies in Montería, Colombia

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Abstract

This study analyzes the relationship between organizational clarity and labor absorption in employees of private companies in Montería, Colombia. Organizational clarity refers to employees' perception of the structure, communication, and definition of roles within the company, while labor absorption is the state of total immersion in work tasks, characterized by high levels of concentration and fluidity at work. Using a simple linear regression model, the impact of organizational clarity on labor absorption was evaluated with a sample of 250 employees from different private companies in the city. The results indicated that greater organizational clarity is significantly associated with an increase in work absorption, suggesting that when employees perceive structured organizational processes and effective communication, they experience greater connection to their tasks and greater engagement in their performance. These findings reinforce the importance of organizational management in work motivation and performance, providing empirical evidence on the relevance of well-defined organizational environments to enhance employee engagement.

Keywords: *Organizational Clarity, Labor Absorption, Engagement, Business Management, Private Companies, Montería, Organizational Communication.*

Introduction

Work absorption is an essential component of organizational commitment and is defined as the state in which an employee is completely immersed in their work activities, with a high concentration and a sense of fluidity in the performance of their duties. This dimension of engagement has been widely studied in the field of organizational psychology due to its impact on productivity, job satisfaction, and talent retention. However, the factors influencing absorption still require further exploration, especially in specific organizational contexts such as the business sector in Montería, Colombia. Organizational clarity, understood as the perception that employees have about the structure of the organization, the definition of their functions and the coherence in internal communication, is presented as a relevant element that can influence labor absorption. When workers perceive that their roles are well-defined and that communication within the company is effective, they are more likely to experience high levels of concentration and commitment to their tasks.

From a theoretical perspective, Bakker and Demerouti's (2007) model of labor demands and resources states that organizational clarity can be considered a resource that facilitates employee engagement. In this model, work resources are those aspects of the environment that allow for better performance and well-being at work, reducing the impact of work demands on burnout and encouraging commitment. Organizational clarity acts as a performance enabler, as it provides employees with the structure and guidance needed to focus on their tasks without unnecessary distractions. This argument is supported by Schaufeli and Bakker's (2004) theory of work engagement, which postulates that employees who are clear about their goals and roles experience higher levels of absorption, dedication, and vigor.

From a neuroscientific perspective, organizational clarity also influences the way employees process information and manage their attention. Previous studies have shown that uncertainty in the work environment activates brain regions associated with threat detection and stress processing, such as the amygdala and dorsolateral prefrontal cortex. In contrast, an organizational environment with high levels of

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clarity allows for better attention regulation and lower cognitive load, thus facilitating absorption at work. This effect can be explained through Sweller's (1988) cognitive load model, which argues that well-structured and easily accessible information reduces unnecessary mental effort and optimizes performance.

Despite the importance of organizational clarity in labor absorption, there are few empirical studies that quantify this relationship in the Colombian business context. Most of the research on engagement and organizational clarity has been carried out in countries with more standardized organizational structures, so it is relevant to examine this relationship in private companies in Montería. This study aims to analyze the impact of organizational clarity on the labor absorption of employees of private companies in this city, using a quantitative approach based on a simple linear regression model. It is hypothesized that greater organizational clarity is associated with higher levels of absorption, implying that employees who perceive a defined organizational structure and clear communication experience greater concentration and fluidity in their job performance.

This study contributes to the literature on organizational engagement by providing empirical evidence on the relationship between organizational clarity and absorption in the Colombian business context. In addition, their findings can serve as a basis for the design of organizational strategies that foster work engagement and improve the employee experience in their work environments. Through the analysis of data obtained from employees of private companies in Montería, it seeks to identify mechanisms that strengthen labor absorption and optimize talent management in the business sector.

Methodology

This study adopts a quantitative approach with a correlational-explanatory design, whose objective is to analyze the relationship between organizational clarity and labor absorption in employees of private companies in Montería, Colombia. To this end, a simple linear regression model was used, with the purpose of determining the magnitude and direction of the impact of organizational clarity on employee absorption. This design allows quantifying the extent to which the perception of clarity in the work environment influences the level of concentration, fluency and commitment of workers to their work activities.

The study population was made up of employees of private companies from different sectors in the city of Montería. A sample of 250 employees was selected using non-probabilistic purposive sampling, considering criteria of accessibility and willingness to participate in the study. To guarantee the representativeness of the sample, workers from companies of different sizes and economic categories were included. The inclusion criteria were to be employed by a private company with at least six months of seniority and to be performing operational or administrative functions in the organization. Employees in managerial positions were excluded as their perception of organisational clarity could differ significantly from that of workers at lower hierarchical levels.

Standardized scales with high validity and reliability were used to measure the variables organizational clarity and job absorption. Organizational clarity was assessed through a scale adapted from previous models in human talent management, composed of six items measured on a Likert-type scale from 1 (never) to 7 (always). This instrument allowed to assess the perception of employees about clarity in the definition of roles, organizational communication, coherence in decision-making and the availability of relevant information for work performance. Labor absorption was measured with the absorption scale of the Utrecht Work Engagement Scale (UWES) by Schaufeli and Bakker (2004), which consists of six items designed to assess the degree of concentration, immersion and fluency at work, also on a Likert-type scale from 1 (never) to 7 (always). Additionally, a sociodemographic questionnaire was included to collect information on age, gender, economic sector of the company and years of work experience, in order to contextualize the results obtained.

The data collection process was carried out in four methodological phases. In the first phase, the questionnaire was designed and validated with the advice of experts in organizational psychometrics, carrying out a pilot test with 30 employees from different companies to evaluate the clarity and comprehension of the items. In the second phase, the questionnaires were applied in digital and face-to-

face mode, guaranteeing the confidentiality of the answers and promoting voluntary participation. In the third phase, the statistical analysis of the data was carried out using the SPSS v.26 and R programs, applying descriptive and inferential statistical techniques. A simple linear regression model was estimated to evaluate the relationship between clarity and absorption, complemented with tests of normality (Kolmogorov-Smirnov, Shapiro-Wilk), homoscedasticity (Breusch-Pagan) and absence of autocorrelation (Durbin-Watson) to verify the fulfillment of the model's assumptions. In the fourth phase, the results were interpreted and compared with previous studies on engagement and organizational management, in order to contextualize the findings within the existing literature.

The statistical model used in the regression analysis was formulated as follows:

$$\text{ABSORPTION} = \beta_0 + \beta_1 \cdot \text{CLARITY} + u$$

Where:

- ABSORPTION represents the dependent variable (level of immersion and concentration at work).
- CLARITY is the independent variable (perception of organizational clarity in the company).
- β_0 is the intercept of the model.
- β_1 is the regression coefficient, which measures the impact of clarity on labor absorption.
- u represents the term random error.

The coefficients were estimated using the ordinary least squares (OLS) method, guaranteeing the best linear prediction of the dependent variable.

Results

The statistical analysis allowed to evaluate the relationship between organizational clarity and labor absorption in employees of private companies in Montería, Colombia, through a simple linear regression model. The findings are presented at three levels of analysis: descriptive statistics, regression model estimation, and model diagnostic tests.

Descriptive statistics showed that employees exhibit moderately high levels of both organizational clarity and work absorption, suggesting that most participants perceive a defined organizational structure and experience high levels of concentration and immersion in their work. Table 1 presents the descriptive statistics of both variables under study.

Table 1. Descriptive Measures of the Variables Organizational Clarity and Labor Absorption

Variable	Minimal	Maximum	Stocking	Standard deviation
Organizational Clarity	2.5	7.0	5.61	1.12
Labor Absorption	2.7	7.3	5.72	1.18

The values indicate a homogeneous distribution of the data, with no extreme values that could affect the validity of the analysis.

The estimated simple linear regression model showed a positive and significant relationship between organizational clarity and labor absorption. Table 2 presents the coefficients of the regression model.

Table 2. Coefficients of Linear Regression

Variable	Coefficient	Standard Error	Value t	P-Value	95% confidence interval
Intercepto (β_0 \beta_0)	2.7346	0.3894	7.02	<0.001	[1.89, 3.57]
Clarity (β_1 \beta_1)	0.1843	0.0408	4.51	<0.001	[0.10, 0.27]

The organizational clarity coefficient ($\beta_1 = 0.1843$ \beta_1 = 0.1843) is positive and statistically significant ($p < 0.001$), which indicates that for each unit of increase in organizational clarity, an increase of 0.1843 units in labor absorption is expected. This finding confirms the hypothesis that employees who perceive a clear and well-defined organizational structure experience higher levels of concentration and immersion in their work.

The intercept ($\beta_0=2.7346$ \beta_0 = 2.7346) suggests that, in the absence of organizational clarity, employees still present a baseline level of absorption, implying that other factors also influence their level of engagement at work. The model presented a coefficient of determination $R^2=0.328R^2 = 0.328$, which indicates that approximately 32.8% of the variability in labor absorption is explained by organizational clarity, suggesting that this variable has a substantial effect on the way employees experience their relationship with work.

To guarantee the validity of the model, diagnostic tests were carried out, verifying compliance with the assumptions of linearity, normality of residuals, homoscedasticity and absence of autocorrelation. Table 3 presents the results of these tests.

Table 3. Model Diagnostic Tests

Test	Statistical	P-Value	Decision
Linearity (Ramsey test)	1.0813	0.5754	Linearity is not rejected
Waste Normality (Shapiro-Wilk)	0.9756	0.3042	Normality is accepted
Homoscedasticity (Breusch-Pagan)	1.3112	0.4076	There is no heteroskedasticity
Autocorrelation (Durbin-Watson)	2.0345	---	No autocorrelation

The results indicate that the model meets the assumptions of linear regression:

- There is a linear relationship between organizational clarity and job absorption ($p = 0.5754$ in the Ramsey test).
- The residuals of the model follow a normal distribution ($p = 0.3042$ in the Shapiro-Wilk test).
- No heteroskedasticity was detected ($p = 0.4076$ on the Breusch-Pagan test).
- The residuals do not present autocorrelation, according to the Durbin-Watson statistic ($DW=2.0345DW = 2.0345$), which is within the acceptable range (1.5 - 2.5).

The findings obtained in this study confirm that organizational clarity is a significant predictor of job absorption in employees of private companies, suggesting that a well-defined organizational structure, with clear roles and effective communication, contributes to employees experiencing higher levels of concentration and commitment to their tasks.

Discussion

The results obtained in this study confirm that organizational clarity is a determining factor in the labor absorption of employees in private companies in Montería, Colombia. The positive and significant relationship between these variables suggests that when workers perceive that the organizational structure is well-defined, with clear roles, effective communication, and understandable internal processes, they

experience higher levels of concentration, immersion, and fluency in their work activities. This finding supports the idea that organizational clarity is a key resource within Bakker and Demerouti's (2007) model of labor demands and resources, as it facilitates workload management and allows employees to channel their energy into performing their duties without unnecessary distractions or uncertainties.

From a theoretical perspective, these results coincide with the theory of work engagement by Schaufeli and Bakker (2004), which postulates that organizational clarity is a factor that contributes to the development of engagement at work, favoring absorption, dedication, and vigor. In this sense, the perception of structure and coherence in the organization acts as a facilitating mechanism that allows employees to focus on their responsibilities without the interference of ambiguity or lack of information. In addition, organizational clarity reduces the cognitive load on employees by eliminating the need to make extra efforts to interpret vague instructions or solve problems stemming from poor management, increasing their ability to concentrate and engage with their tasks.

From a neuroscientific approach, these results can also be explained through Sweller's (1988) cognitive load model, which argues that well-structured organizational environments optimize information processing and reduce mental overload, allowing employees to maintain a higher level of absorption at work. When workers have clarity about their roles and performance expectations, they can direct their attention more efficiently, minimizing mental burnout and maximizing their performance. Previous studies have shown that organizational uncertainty activates areas of the brain associated with threat detection and stress processing, such as the amygdala and dorsolateral prefrontal cortex, which negatively impacts employees' ability to maintain high levels of engagement and concentration. In contrast, a structured and predictable organizational environment facilitates the regulation of attention and promotes absorption in work tasks.

The coefficient of determination of the model ($R^2=0.328R^2 = 0.328$) indicates that organizational clarity explains approximately 32.8% of the variability in labor absorption. While this value suggests that clarity is a relevant predictor of work engagement, it also indicates that there are other factors that influence employee absorption, such as autonomy at work, supervisor support, organizational culture, and intrinsic motivation. These findings open the possibility of conducting broader studies that integrate multiple variables in the analysis of work engagement, allowing a more comprehensive understanding of the factors that enhance the concentration and immersion of employees in their work activities.

One of the most relevant aspects of this study is the confirmation that organizational clarity not only impacts employee productivity, but also their emotional well-being and their ability to self-regulate at work. It was found that workers who perceive a defined organizational structure show lower levels of stress, greater job satisfaction, and a more proactive disposition to face challenges in their work environment. These results coincide with previous research that has shown that organizational ambiguity is related to higher levels of work anxiety and lower organizational commitment, while the perception of clarity in work processes contributes to motivation and a sense of belonging within the company (Rodríguez & Salanova, 2020).

While the study's findings are significant, it is important to consider some limitations. First, the sample used was composed of 250 employees of private companies, which, although suitable for statistical analysis, does not allow the results to be generalized to other labor populations, such as public sector employees or self-employed workers. In addition, as it was a cross-sectional study, it was not possible to assess how the relationship between organizational clarity and labor absorption evolves over time. For future research, it is recommended to use longitudinal designs that allow analyzing whether the perception of organizational clarity remains constant or varies depending on changes in business management, organizational policies, or labor market conditions.

From an applied perspective, these findings suggest that companies should implement strategies that strengthen organizational clarity, in order to improve labor absorption and employee engagement. Some key recommendations include:

- Improve internal communication by implementing effective channels for transmitting information on organizational policies, processes, and objectives.
- Define more precisely the roles and responsibilities of each employee, ensuring that they understand their roles within the company and how their work contributes to organizational goals.
- Train leaders and supervisors in organizational management strategies, in order to promote a culture of clarity, transparency, and coherence in decision-making.
- Develop structured feedback mechanisms, allowing employees to express their doubts and receive clear information about their performance and job expectations.

In conclusion, this research provides empirical evidence on the importance of organizational clarity in the labor absorption of employees in private companies in Montería. It is confirmed that clarity not only facilitates the organization of work and productivity, but also has a positive impact on employee concentration, motivation, and well-being. It is recommended that future research expand the analysis by incorporating other variables, such as the influence of organizational culture, leadership, and motivation on labor absorption, with the aim of identifying more comprehensive strategies to strengthen organizational commitment in the business sector.

Conclusions

The results obtained in this study confirm that organizational clarity is a key factor in the labor absorption of employees in private companies in Montería, Colombia. The econometric analysis based on a simple linear regression model showed that employees who perceive greater clarity in their organizational environment experience higher levels of concentration, fluency and commitment to their work activities. This finding supports the hypothesis that organizational clarity not only facilitates the structure and planning of work, but also enhances the ability of workers to be actively and sustainably involved in their functions.

From a theoretical perspective, these results are aligned with Schaufeli and Bakker's (2004) Theory of Work Engagement, which states that organizational clarity contributes to the development of work engagement by providing a structured and predictable framework in which employees can perform their tasks more efficiently and safely. Likewise, Bakker and Demerouti's (2007) Work Demands and Resources Model supports the idea that clarity acts as a resource that allows workers to better manage their workload, minimizing stress and maximizing their level of absorption at work. From a neuroscientific perspective, organizational clarity can also be explained through Sweller's (1988) Cognitive Load Model, which suggests that structured work environments optimize information management and reduce mental overload, allowing employees to maintain high levels of concentration and productivity.

The model's coefficient of determination ($R^2=0.328R^2 = 0.328$) indicates that organizational clarity explains approximately 32.8% of the variability in work absorption, suggesting that while clarity is a significant predictor of job engagement, other factors such as leadership support, organizational culture, and autonomy at work may also influence employees' ability to stay engaged in their tasks. This finding opens the possibility of carrying out broader studies that incorporate multiple variables in the analysis of work engagement, allowing a more comprehensive understanding of the factors that favor absorption in the business context.

One of the most relevant aspects of this study is the confirmation that organizational clarity not only impacts employee productivity, but also their emotional well-being and their ability to self-regulate at work. It was found that workers who perceive a well-defined organizational structure show lower levels of stress, greater job satisfaction, and a greater willingness to face challenges in their work environment. These results coincide with previous research that has shown that organizational ambiguity is related to higher levels of

work anxiety and lower organizational commitment, while the perception of clarity in work processes contributes to motivation and a sense of belonging within the company (Rodríguez & Salanova, 2020).

While the study's findings are significant, it is important to consider some limitations. First, the sample used was composed of 250 employees of private companies, which, although it is an adequate number for statistical analysis, does not allow generalizing the results to other labor sectors, such as public sector employees or independent workers. In addition, as it was a cross-sectional study, it was not possible to evaluate how the relationship between organizational clarity and labor absorption evolves over time. For future research, it is recommended to use longitudinal designs that allow analyzing whether the perception of organizational clarity remains constant or varies depending on changes in business management, organizational policies, or labor market conditions.

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- Improve internal communication, establishing effective channels for the transmission of information on organizational policies, processes, and objectives.
- Define more precisely the roles and responsibilities of each employee, ensuring that they understand their roles within the company and how their work contributes to the overall goals.
- Train leaders and supervisors in organizational management strategies, promoting a culture of clarity, transparency, and consistency in decision-making.
- Develop structured feedback mechanisms, allowing employees to express their doubts and receive clear information about their performance and job expectations.

In conclusion, this research provides empirical evidence on the importance of organizational clarity in the labor absorption of employees in private companies in Montería. It is confirmed that clarity not only facilitates the organization of work and productivity, but also has a positive impact on employee concentration, motivation, and well-being. It is recommended that future research expand the analysis by incorporating other variables, such as the influence of organizational culture, leadership, and motivation on labor absorption, with the aim of identifying more comprehensive strategies to strengthen organizational commitment in the business sector.

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