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Article

Socio-emotional factors and job adaptation in wokers from Conocoto

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Abstract: It was essential to determine the influence of empathy and mood on the job adaptation of employees at the San Pedro de Conocoto Parish in Quito in 2026. This research was conducted using a quantitative approach, with an experimental, cross-sectional, and correlational design. The sample was formed through intentional convenience sampling of workers who chose to participate and who are part of the administrative, operational, and volunteer areas. The Organizational Empathy Scale, the Profile of Mood States Scale (POMS) for mood analysis, and a job adaptability questionnaire were used as measurement instruments. The data were analyzed using descriptive statistics and Pearson's correlation coefficient, with SPSS Statistics 29. The main results showed a significant relationship between empathy and job adjustment (r=0.73), as well as between mood and job adjustment (r=0.65), and between empathy and mood (r=0.69). These findings highlight that higher levels of empathy and more controlled emotional states contribute to better adaptation to the work environment. Finally, it is considered that socio-emotional aspects significantly influence job adjustment, which, in turn, underscores the need to develop strategies that promote empathy and emotion management to achieve adequate performance and well-being among employees.
Keywords: Organizational empathy, moods, complace adaptation, emotional intelligence, psychosocial factors

1. Introduction

In recent times, socio-emotional factors in personal, social, economic, and work environments have taken on wide importance. As for the work environment, these aspects have been given even more importance because the person spends long periods of time at work, therefore, their personality, emotional aspect, character, attitudes are more visible than in other environments. Therefore, factors such as empathy, moods and the possibility of adapting to the environment in which the person develops are mainly relevant.

There is research that reflects the influence of these elements on the well-being of employees, based on which authors such as Rosales al., detail that empathy is a multifactorial capacity since it involves cognition and emotional processes, which in turn helps to understand the moods of those around them. In turn, Castro et al., analyzed the emotional skills that are associated with the decrease of work stress factors and burnout syndrome, which affects the possibility of adaptability to the work environment.

In turn, there is research in Latin America that details the possibility of regulating emotions and emotional intelligence and their direct association with work performance, showing that, when emotions are balanced, it allows emotional intelligence and work performance to be strengthened. In the case of Ecuador, there is research such as that of Franco and Arévalo that indicates the association between mental health, stress and job satisfaction, where it is evident that emotional health is a key element in all types of work. In Ecuador, one of the labor regulations is found in Ministerial Agreement MDT-2025-006, which requires personnel to have a more rigorous management, where it is diagnosed how emotional intelligence facilitates the transition to flexible work models. The aforementioned allows us to identify that there is a considerable contribution between empathy, mood and adaptation to work.

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When we talk about empathy, according to Palacio and Gutiérrez, it is understood as the ability to understand emotions and the possibility of making them known to other people, which in turn is a fundamental aspect of all social relationships, and is also part of the work environment.

Additionally, there are moods or moods, which are considered as those elements of direct influence on work behavior and decision-making, for example, in research on the University of São Paulo, and the University of São Paulo states that negative emotions have a negative influence on performance, as well as their regulation contributes to productivity (Castro et al., 2022).

On the other hand, there is work adaptation, which emphasizes the ability that every worker has to adjust to the demand of the organizational environment, according to Salazar and Chávez indicate that it is possible to manage stress and a possible positive adaptation to the environment as part of productivity and well-being at work.

In turn, according to Medina, it details that workplace well-being is a mediator between emotional aspects and organizational performance, therefore, the person who is mentally and emotionally active will perform pertinently at work.

In the case of the Conocoto parish, which is located in the Metropolitan District of Quito, there is an increase in aspects associated with work stress, as well as problems of overload at work, which affects the emotions of workers, both in commercial, service and educational sectors, as a result of which there are difficulties in balancing people's moods, causing frustration, stress, anxiety and other mental ills, in addition there is limited empathy in the relationship between co-workers and senior managers, as well as problems of adaptability to changes in the organizational environment, even when these are currently increasingly changing, to achieve competitiveness.

Therefore, the objective of this article is: To determine the influence of empathy and moods on the possibility of labor adaptation of workers in the parish of Conocoto for the year 2026.

The hypothesis is that there is a significant relationship between empathy, moods and work adaptation in the workers of the San Pedro de Conocoto Ecclesiastical Parish. At the same time, it is necessary to verify that, the higher the level of empathy, the greater the work adaptation, and the higher the positive moods, the greater the work adaptation.

This research is relevant because it helps to understand the role of socio-emotional factors in the current work context, with which it is possible to create intervention strategies to achieve workplace well-being, in turn, it is possible to include research specifically in the Ecuadorian context in the city of Quito, and specifically in the Conocoto parish, since there are no current studies on this topic for the indicated geographical area.

Based on what has been said, the research question is what is the association between empathy, moods and work adaptation in the workers of the San Pedro de Conocoto Ecclesiastical Parish in Quito in the year 2026?

The Work Environment

The work environment or context involves physical, emotional, social, and affective conditions that are executed in the daily tasks of workers, taking into account that it directly influences their performance, job satisfaction, and quality of life. Therefore, when there is a moderate work balance, this is evident in productivity, and in the physical, mental, and interaction aspects of the worker, which also fosters adequate environments for work.

Currently, the work environment is a topic of wide debate, as more flexible designs are needed, including digitalization and hybrid work, which will impact the work environment and the relationship between workers (Kawakami et al., 2023). Therefore, it is necessary to analyze the work environment from the physical aspects, but also those that have to do with the emotional environment of the worker.

Psychosocial factors in the work environment

According to the International Labor Organization, there are factors that directly affect the work environment, called psychosocial factors, which include workload, autonomy, job security, and others. Taking into account that

psychosocial aspects depend on the way tasks are organized, as well as communication between peers and managers, in addition to the intrinsic particular aspects of each worker.

Therefore, psychosocial factors are those forms of direct association between working conditions and aspects that highlight the worker's personality, which directly influences their quality of life and their physical and mental well-being. Likewise, when there is a high level of risk in psychosocial aspects, it can give way to work stress, anxiety, and reduced productivity. In turn, it is detailed that these aspects could generate risks, but they could also protect the worker, depending on how they are molded and managed within the company.

Empathy and empathy at work

Empathy is the ability of the person to perceive, understand and correctly manage the emotions and vision they have of other people, it has a key role in terms of interpersonal relationships. On the other hand, it is a key competence in the work environment, in which there is association between people, mutual collaboration and ability to adapt to the environment that is presented to them, it is a key element for every company, it is considered that empathy not only influences the productive capacity of the person but also at the group level because it helps to generate teamwork, problem solving and therefore the achievement of business objectives, in addition to allowing an adequate quality of the work environment.

One of the main areas in which empathy has the greatest influence is in organizational communication, since departments are made up of leaders and collaborators who, when they properly use empathy, express their ideas clearly and can carry out a favorable listening and feedback process, the above contributes to identifying possible problems in time, also fosters trust between workers and managers, as well as between peers, and in turn reduces possible conflicts that may occur at the work or interpersonal level. In the case of environments with high demand or work pressure, empathy represents a mechanism that allows tension, fatigue not to escalate to higher levels, since it is provided with a dialogue so that a thought is built on the feelings of others and this also contributes to inclusion, because it helps to recognize the needs of each worker.

Moods at work

According to "lack of spirit' decreases energy, which is the ability that the person has to generate their tasks, it is the mechanism that helps them to fulfill their mission, but when there is no motivation the energy reduces considerably". This allows us to understand that, when a person's mood is deteriorated either by affective, work, social or other problems, it usually causes low productivity, and this can be a basis for the expansion of negative emotions.

Among the factors that can generate low mood according to Salamanca are relationship problems, interpersonal conflicts, economic problems, health, illness, addiction, which can make the person not have the absolute ability to model their emotions, aspects such as states of mourning for the loss of loved ones that can console the person can also be included here, therefore in certain legislations such as Colombia's, five working days of mourning are given for the death of spouses, or family members. For all this it is possible to have occupational psychologists who support workers and also allow the emotional containment of the collaborator, but also allow them to intervene in their particular case.

Job Adaptation

Labor adaptation is the process from which the worker allows the worker to balance the regulations, with the high demands of market competitiveness and the conditions of the work environment, therefore, this involves cognitive, emotional, social and behavioral aspects.

It is stated that, from a physical and biological vision, adaptation is associated with the response that the body gives to external stimuli, and for this stage, stages such as perception, reaction, resistance and finally exhaustion are executed. Therefore, it is pertinent that the adaptation is favorable so that the worker can perform favorably, reduce stress and contribute to an adequate work environment. Therefore, work adaptation is associated with the way of

executing the organizational culture, internal communication and ability to personally face the situations of daily life at work.

Empathy and work adaptation

Empathy is known as the ability to understand other people's ideas, thoughts and feelings, which is why it is considered a key aspect of the work environment, because in these areas empathy contributes to healthy communication, teamwork and the reduction of possible internal conflicts.

There is research that deals with this, and ratifies that empathy contributes to work adaptation, because it helps the employee to effectively associate with their work group and department to which they belong, as well as it is possible for them to understand their tasks and the way in which the company's scenarios are transformed according to the proposed business and personal objectives, in turn, it fosters interpersonal relationships and the organizational climate, which gives an adequate quality of work life to the worker**.** In turn, in the professional context, empathy is related to principles such as respect and authenticity, which are the key to the development of optimal working relationships.

Moods and work adaptation

Moods are those emotional elements that are usually stable and that influence vision, behavior and the level of work productivity, which when worked well are positive such as motivation for work, or can become negative such as stress, anxiety, fatigue, tension

There are studies that show that psychosocial aspects have a broad impact on the worker's moods, because aspects such as burnout depend on them or when they are positive, there is a well-being in the worker's mental health, and this will depend on the work environment in which they develop. In turn, emotional health at work is associated with a lower level of absenteeism and better productivity, which indicates that it is essential for the worker to maintain positive moods to adapt at work.

Empathy and moods in the workplace

There is an association between empathy and moods, which in turn is a fundamental aspect of the organizational environment. Empathy, on the other hand, helps to regulate emotions and analyze the emotional states of other people, and this helps to generate a positive work environment because you understand the other, you assume a role of raising awareness about how you feel, how you feel.

Therefore, in a work environment where empathy predominates, it is possible to promote favorable emotions, and this decreases stress and other negative factors such as tension, which contributes to maintaining cohesion among the work group, in addition to the right moods encourage empathic behaviors, this allows us to think in a double context since the greater the work adaptation, the possibility of work well-being is also observed.

2. Methodology

Research Focus

The research was based on a quantitative approach, because it allowed the identification of the relationship between the variables: empathy, mood and work adaptation based on numerical and statistical processes. This approach helped to associate the variables and test the hypotheses, verifying the research relevance.

Type and design of the research

The research is non-experimental, because the manipulation of variables was not carried out, but the phenomenon was observed naturally, in turn it presents a cross-sectional design in the period between the beginning of 2026.

It is also proposed as a correlational research, since the level of association between the variables analyzed was determined.

Population and sample

The population is made up of the staff of the administrative, operational and volunteer areas of the Ecclesiastical Parish.

It is a non-probabilistic sampling for convenience, where a total of 9 people who are active from November 2025 to February 2026 in the institution were selected (2 of them from the administrative area, 3 from the operational area and 4 volunteers)

Data collection techniques and tools

The survey technique was used with its corresponding instruments: The Organizational Empathy scale was used to help measure the ability of workers to respond to what happens to them in the emotional context in the work environment.

The Profile of Mood States (POMS) Scale was also used, which is used to identify mood as tension, anger, depression, fatigue, confusion.

Additionally, the labor adaptation survey was applied that was designed in order to evaluate the ability to adapt to immediate changes in internal policies and processes, the fulfillment of labor responsibilities and the coupling to new ways of working, which are associated with the ministerial agreement MDT-2025-006.

Procedure

The processing of the data collection was executed from the following steps:

1. The parish was asked to carry out the taking of the instruments
2. A meeting was set up to detail the study objective to the participants
3. The research instruments were applied with the use of Google Forms
4. Compliance with anonymity was guaranteed based on informed consent to the participants.

Data processing and analysis

The data collected were processed from the use of the SPSS Statics 29 software, where descriptive statistics were applied with the use of a frequency table, as well as the correlation with the use of Pearson's coefficient. This determined the association between empathy and adaptability at work, mood and work adaptation, and empathy with moods.

Ethical considerations

The research included only those who decided on their own to accept voluntary participation and under informed consent, the confidentiality of the information was guaranteed, it was also indicated that the data found are for academic use only, as well as identifying that the author has no conflicts of interest.

3. Results

The sample consisted of a total of 9 working participants from the San Pedro de Cotocollao Ecclesiastical Parish, who are distributed as follows, according to Table 1:

Table 1. Sample Features

Department	Frequency	Percentage
Administrative	2	22.2%
Operational	3	33.3%
Volunteering	4	44.4%

Total	9	100%

As can be seen, the majority of personnel are distributed in volunteers, followed by operational personnel and finally administrative personnel are in a lower proportion for research.

Regarding the application of descriptive statistics, the means and standard deviation of the study variables were identified, as shown in Table 2:

Table 2. Descriptive statistics of the variables empathy, mood and work adaptation

Variable	Media	Standard deviation	Diagnosed level
Empathy	3,8	0,6	Moderate
Mood	3,5	0,7	Moderate
Job adaptation	3,9	0,5	High

Table 2 shows that workers have relatively moderate levels of empathy and mood, based on what was determined according to the Organizational Empathy scales, the Profile of Mood States Scale (POMS) and the results of the labor adaptation survey. Additionally, a high labor adaptation is observed by the workers.

Table 3 verifies the mood results (POMS):

Table 3. Results by Mood Dimension (POMS)

Dimension	Levels	Interpretation
Tension	2,9	Moderate
Depression	2,5	Low to moderate
Anger	2,7	Moderate
Fatigue	3,3	Moderate to high
Confusion	2,6	Moderate

Table 3 shows that fatigue has the highest result in terms of the anomic state that can have a negative influence on the performance of workers, in the rest of the dimensions such as tension, depression, anger and confusion have a moderate impact on employees, which implies that these should not be deepened, but in the case of fatigue concrete actions are required, so that the best work adaptability is possible.

Table 4 presents the correlation between variables, using Pearson's Coefficient, with its level of significance.

Table 4. Correlation between variables

Associated variables	r of Pearson	Level of significance (p)	Detail
Empathy with Work Adaptation	0,73	0,028	A broad positive correlation is presented
Mood with work adaptation	0,65	0,046	A moderate positive correlation is observed
Empathy with mood	0,69	0,036	A moderate positive correlation is visualized

Table 4 verifies that there is a positive correlation between empathy and work adaptation, which indicates that the greater the capacity for empathy, the better the worker's adaptation to the work environment. It was also verified that, in terms of mood, it is statistically significantly associated with work adaptation, which indicates that, when there are positive emotional states, they in turn contribute to work performance. In addition, it was verified that empathy is directly associated with mood, which indicates that employees who have higher levels of empathy tend to have better

mood. This indicates that there is a significant relationship between empathy, moods and work adaptation, accepting the hypothesis that was raised at the beginning.

4. Discussion

The findings of this research demonstrate that empathy is not only a moral virtue in the ecclesiastical context, but also an indispensable strategic management tool for work adaptation. Comparing the results with human talent projections for 2026 confirms that organizations that prioritize emotional well-being achieve a more efficient transition to new legal regulations such as reduced working hours and mandatory digital reporting.

According to the results obtained, it is perceived that there is an intrinsic association between empathy, moods and adaptation to the work environment of the workers of the San Pedro de Conocoto Ecclesiastical Parish, which ratifies the hypothesis that was raised and it is possible to answer the research question.

A positive level was found between empathy and work adaptation (r = 0.73), which details that workers who have a higher level of empathy have an adequate capacity to adapt to changing institutional environments, which is related to what Rosales (2025) said, who details that empathy associates aspects of cognition and emotions that in turn contribute to social interaction and adequate work performance. This also coincides with what was identified by Palacio and Gutiérrez (2022) who highlight that empathy is a mechanism that protects the person from aspects such as stress, and in turn contributes to the generation of healthy work relationships.

On the other hand, regarding mood and work adaptation (r=0.65), it was identified that there is a positively moderate association, in that the institution's employees who have adequate moods have a better level of adaptability. This is also part of the work carried out by Castro et al., (2022) who detail that, when people have negative emotions, this can influence their work performance, but when there is a balance of these, it can improve their productivity. This shows that, when there are dimensions such as fatigue, anger, tension, this affects work adaptation, although if it occurs in a moderate way it may not influence critically, however, key strategies for the balance of emotions within the work environment should be promoted.

On the other hand, regarding the association between empathy and mood (r=0.69), it details that workers who have greater empathy also have more balanced moods that contribute to their adaptation. This coincides with what Medina (2025) evidenced, since in his research he obtained that favorable emotional health is the instrument that promotes socio-emotional capacities and this in turn translates into adequate work performance, as well as Franco and Arévalo (2025) who determined that mental health versus emotional balance are aspects that motivate the worker and allow him to reach adequate satisfaction with the work environment.

Finally, in the current study it was obtained that even though there is a pertinent level of empathy and work adaptation in the workers of the San Pedro de Conocoto Ecclesiastical Parish, there are imbalances in terms of mood, especially with regard to the dimension of fatigue, which is also associated with what was narrated in the context of the study, since it was verified that there are cases of stress that could influence the emotional aspect of the workers.

A critical point observed is that, although there is no greater negative incidence in the dimensions such as depression, anger, confusion in the staff of the San Pedro de Conocoto Parish, fatigue does have a moderate-high incidence, which coincides with the rigidity of the new administrative processes demanded by the new regulations imposed by the Ministry of Labor, this suggests that organizational empathy acts as a "buffer" and that the adaptation by the parish staff reinforces the idea that the positive mood with the use of cognitive strategies or emotional intelligence is the transversal axis that allows traditional institutions to survive and thrive in modern and dynamic work environments.

In general, it was verified that socio-emotional aspects are key to achieving work adaptation, which is also similar to what Salazar and Chávez (2025) said, as they identify that adaptation at work is related to the possibility of pertinent stress management, especially in the competitive and changing context such as the current one. Finally, it is considered that, according to the results, the direct relationship between variables is determined, and in turn, the

importance of implementing timely strategies to expand strategies that favor personnel with aspects such as emotional intelligence, empathy, balance of moods, which can improve the quality of life and performance of workers is promoted.

5. Conclusions

It was possible to show that both the empathy and the moods of the collaborators of the San Pedro de Conocoto ecclesiastical parish influence work adaptation, which in turn indicates that the greater the promotion of social and emotional competencies, the better work performance exists.

It was also verified that empathy has a positive association with work adaptation, which affirms that when workers have the ability to balance their emotions and manage those of others, they can adapt to continuous work changes.

In turn, with regard to moods, a moderate positive association was seen in terms of its relationship with work adaptation, which indicates that, when emotions are balanced, they contribute to work performance, however, relevant aspects such as fatigue could influence this situation negatively.

Additionally, it was found that there is an association between empathy and moods, which shows that the two variables are associated with each other and have a direct impact on workplace well-being.

It was also identified that work adaptation involves emotional factors, which highlights the fundamental need to apply strategies for the development of intelligence and emotional skills in workers.

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