

## El clima organizacional como estrategia de mejora en una organización

*The organizational climate as an improvement strategy in an organization*

*O clima organizacional como uma estratégia de melhoria em uma organização*

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### Resumen

El clima organizacional es uno de los temas más estudiados debido a la importancia que representa para las empresas que buscan constantemente identificar oportunidades para mejorar e intervenir en su desarrollo. En tal sentido, el objetivo de la presente investigación consistió en diagnosticar del clima organizacional de una empresa perteneciente al ramo de la maquiladora en Baja California. El método empleado fue el modelo de desarrollo organizacional del ciclo continuo propuesto por Nadler, mediante la aplicación de las etapas necesarias para un correcto proceso de intervención (planeación, recopilación de información y seguimiento). Para recolectar la información se utilizó un cuestionario diseñado *ex profeso*, que evaluó catorce variables del clima organizacional, las cuales midieron la percepción de los individuos. Esto sirvió para constituir una explicación valorativa de la experiencia organizacional de los empleados. Entre los resultados más destacados se identificaron algunas de las fortalezas de la empresa, de las cuales sobresalen las siguientes variables: filosofía y valores, objetivos, funciones y responsabilidades, e innovación y creatividad. Por otra parte, en cuanto a las áreas de oportunidad de la empresa, se destacaron las variables de colaboración y trabajo en equipo, estilo de liderazgo, comunicación y estrés en el trabajo. Finalmente, se presentan propuestas de mejora mediante procesos de intervención que la empresa puede implementar; esto con el fin de proponer cursos de acción para mejorar su desempeño, así como estrategias de cambio para optimizar su clima organizacional.

**Palabras claves:** clima organizacional, desarrollo organizacional, estrategia de mejora.

## **Abstract**

The organizational diagnosis is of vital importance in organizations, it is a key factor in competitiveness, since it allows to increase and improve the productivity, efficiency and quality of the companies. The organizational climate is the aspect most commonly indicated in the organizational diagnosis and is a topic of great importance for organizations that constantly seek to identify opportunities and strengths as options for improvement and intervention for their organizational development. Therefore, the objective of this research was to determine an organizational development strategy based on a diagnosis of organizational climate in a company belonging to the branch of the maquiladora in Baja California. The method applied to the diagnosis was the organizational development model of the "continuous cycle" proposed by David Nadler, through the development of the necessary stages for a correct process of organizational intervention (planning, information gathering and follow-up). The instrument used to collect the information was an ex profeso designed questionnaire, which evaluated fourteen variables of the organizational climate, these measured the perception of the individuals, constituting an evaluative explanation of the organizational experience of the employees. Among the main results are identified the strengths of the organization which reside in the variables: Philosophy and Values, Objectives, Functions and Responsibilities and Innovation and Creativity. While the main areas of opportunity of the company are in the variables of collaboration and teamwork, leadership style, communication and stress at work. Finally, improvement proposals are presented through intervention processes that the company can implement, in order to propose courses of action regarding its performance, and suggest strategies for change to improve its organizational climate.

**Keywords:** Organizational climate, Organizational development, Improvement strategy.

## Resumo

O clima organizacional é um dos temas mais estudados, devido à importância que representa para as empresas que buscam constantemente identificar oportunidades para melhorar e intervir em seu desenvolvimento. Nesse sentido, o objetivo da presente investigação foi diagnosticar o clima organizacional de uma empresa pertencente ao ramo da maquiladora na Baixa Califórnia. O método utilizado foi o modelo de desenvolvimento organizacional do ciclo contínuo proposto por Nadler, através da aplicação dos passos necessários para um correto processo de intervenção (planejamento, coleta de informações e acompanhamento). Para coletar as informações, utilizou-se um questionário elaborado ex profeso, que avaliou 14 variáveis do clima organizacional, que mediram a percepção dos indivíduos. Isso serviu para constituir uma explicação avaliativa da experiência organizacional dos funcionários. Entre os resultados mais marcantes foram identificados alguns dos pontos fortes da empresa, dos quais se destacam as seguintes variáveis: filosofia e valores, objetivos, funções e responsabilidades, inovação e criatividade. Por outro lado, em relação às áreas de oportunidade da empresa, foram destacadas as variáveis de colaboração e trabalho em equipe, estilo de liderança, comunicação e estresse no trabalho. Por fim, as propostas de melhoria são apresentadas através de processos de intervenção que a empresa pode implementar; isto para propor cursos de ação para melhorar seu desempenho, assim como mudar estratégias para otimizar seu clima organizacional.

**Palavras-chave:** clima organizacional, desenvolvimento organizacional, estratégia de melhoria.

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## **Introduction**

The competitive strategy that generates premises of excellence and quality of its intellectual capital, as well as a collaborative environment as the main factors of a successful organization is based on an adequate combination of models of management, planning, execution and evaluation of performance (Rosen, 2006 ).

In this sense, the organizational diagnosis has acquired an essential importance for companies, because it has become an extraordinary tool to increase and improve its productivity, efficiency and quality. For this reason, companies need a specialist to observe meticulously and objectively the processes that are carried out within them to offer possible solutions to their weaknesses (Rodríguez, 2016).

In this regard, Guizar (2013) explains that organizational development is an instrument that involves analyzing, evaluating, examining and suggesting courses of action on the performance of a company in terms of its current situation in order to suggest strategies for change. This means that organizational development is a planned effort to increase the efficiency and health of institutions using knowledge of behavioral science. In this way, organizational development as a growth tool can become an excellent decision, since it helps the managers of companies to carry out their activities more effectively (Beckhard, 1999).

The organizational development, according to its strategic objectives, studies and designs models to promote the progressive development of sustainable business performance by optimizing the skills, abilities and skills of people, this from an organizational culture capable of promoting change and new challenges labor (Wirtenberg, 2007).

Burke (2008) argues that organizational development is a process that is executed using technology, research and the theory of behavioral science. This means that it is crucial to apply both theory and practical interventions of organizational development taking into account the context of organizations (Cummings, Thomas y Worley, 2007).

According to Rodríguez (2016), this is the aspect most often referred to in the organizational diagnosis, and the aspects that comprise it are defined as variables that are measured based on perceptions, which constitute an evaluative statement or an explanation evaluation of the organizational experience of the members of the system. That is, the organizational climate refers to the perception of the individuals of a company about their work, physical environment in which they develop, interpersonal relationships and various formal regulations that affect their occupation.

In other words, when analyzing the organizational climate, one must consider the characteristics, history, expectations, abilities, abilities and even the personality of the people, who ultimately face a situation composed of various factors that may affect positively or negatively its performance (García, 2009). For this reason, Segredo (2013) affirms that the interactions that are established between the individuals of a company impact on the functioning and the work environment.

The organizational climate, for this reason, occupies a prominent place in the sub-process of maintenance and monitoring of human talent, hence in recent years has become an object of study in institutions of different sectors and sizes, which strive to identify its main characteristics in terms of environment, motivation, leadership, among others.

In this sense, the approach and approach to the study of organizational climate of different authors enriches the interpretations and explanations about the factors and aspects that influence the construction of the organizational climate, especially related to the means or tools that should be used to diagnose it. effectively, to address the deficiencies of that evaluation and to maintain the strengths that the organization has with respect to its goals and objectives (Chiavenato, 2009).

On this aspect, Goleman, (2000) emphatically expresses the following:

The impact of the organizational climate on the performance of the personnel is of 20 to 30%; that is why world-class companies constantly seek to identify opportunities for improvement and strengths, based on this type of study to close the satisfaction gaps between the organization and its people (p.78).

## **Methodology**

### **Characteristics of the company selected in the research**

For this research, a company belonging to the branch of the maquiladora in Baja California was chosen, which is in an entropy process to look for strategies that allow it to reinvent itself with a strict approach to the client. This industry, particularly export, has gained importance in recent years, which has served to promote technological development in Baja California, increasing participation in international markets and the constant instruction of workers who work in these types of entities.

The clients of this company are located mainly in the United States, so the company requires a staff of managers dedicated to the operative and administrative field, willing to face current and future challenges, and to fulfill the technical competences and with the necessary skills in aspects as leadership, motivation, personal development, etc.

The company aims to find a balance between exceeding the expectations of customers and employees, hence having a renewed interest in deepening human and psychosocial behaviors that affect the processes of the organization, which should be explored to see if they are the cause or effect of the results achieved so far.

### **Investigation questions**

1. What are the main strengths and areas of opportunity of the organizational climate in the company?
2. What are the main intervention processes that the company can implement in order to improve its organizational climate?

### **Goals**

#### **General purpose**

1. Implement an organizational development strategy based on a diagnosis of the organizational climate in the company.

### *Specific objectives*

1. Identify the main strengths and areas of opportunity regarding the organizational climate of the company.
2. Present proposals for intervention in the human aspect to improve the organizational climate of the company.

Based on the above, an attempt was made to carry out a diagnosis in the company, which, according to Daft and Marcia (2005), is an essential step for decision making, since it allows managers to analyze and understand the basic causal factors associated with the current situation of a certain organization.

### **Design of the investigation**

The nature of the present investigation was of an empirical-quantitative nature, since it was attempted to measure, objectively and as accurately as possible, the variables involved. Likewise, this was a descriptive study, since it was tried to know how it is and how a certain phenomenon manifests itself (Hernández, Fernández and Baptista, 2014). Likewise, the inquiry was based on the principles of field research, because it was developed in a natural situation in which the variables were observed.

### **Population**

The population studied was composed of 30 workers (that is, the total number of employees of the aforementioned company), which were distributed as shown in Table 1.

**Tabla 1.** Distribución de los empleados de la empresa

Departamento	Número de empleados	Porcentaje de empleados
Operación de la planta	21	70 %
Almacén	2	7 %
Administrativos	4	13 %
Recursos humanos	1	3 %
Directivos	2	7 %
<b>Totales</b>	<b>30</b>	<b>100 %</b>

Fuente: Elaboración propia

## Applied method

According to Sánchez (2009), in this type of research, an organizational development model must be applied that groups a set of systematized administrative strategies to make a planned change. This implies using methods to generate a process of transformation, which although it is slow and gradual, leads to the exact knowledge of the strengths, weaknesses of the organization and use of the opportunities that contribute to the full realization of its potential (Kart, 2006 ).

For this reason, the method applied for the present study was the organizational development model of the continuous cycle proposed by Nadler. This allows the diagnosis to be carried out efficiently because it involves all the stages necessary for a correct process of organizational intervention, which includes not only the planning and compilation of the information, but also the follow-up (figure 1).

**Figura 1.** Diagnóstico de ciclo continuo



Fuente: Guizar (2013)

Next, the diagnostic stages of the continuous cycle are described according to Guizar (2013).

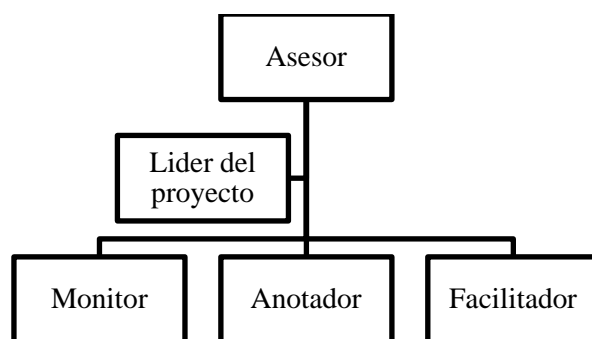


### ***Planning between the internal consultant and the consulting team***

Planning, as in all projects, is one of the fundamental aspects to achieve to a large extent the overall success and achievement of the objectives. For purposes of this intervention project, the consultant team defined some roles and responsibilities with the aim of facilitating coordination, favoring teamwork and ensuring compliance with all study needs. The specific roles implemented by the consultant team were the following:

- a. *Internal consultant:* Fundamental role especially at the beginning of the project. Has the direct responsibility to carry out the organizational development program. Coordinates and stimulates the process, provides inputs to the project, expresses needs, limits and expectations. Basically he is the representative of the company in the process. It is the main responsible for executing and taking the necessary actions to achieve organizational development. In this project, the internal consultant was the general administrator of the company.
- b. *External consultant:* This is usually a person who is "outside" the organization, which supports the change process and provides the knowledge to facilitate the change. Analyzes, diagnoses, presents preventive and corrective actions, although generally it does not execute them. In this investigation, a team of five people specialized in the area was formed, which was called a consultant team. This was formed with the aim of achieving a better organization and effectiveness in the intervention project. Likewise, within the consultant team roles and responsibilities were established that each member had to fulfill (Figure 2).

**Figura 2.** Organigrama funcional del equipo consultor



Fuente: Elaboración propia

The main responsibilities of the assigned roles are detailed below.

#### Project leader

- Define and understand the activities to be carried out.
- Representative of the team's work before the client.
- Define what is going to be done, who and when.
- Set priorities.
- Technical capacity.
- Treatment and management capacity.
- Positive attitude.
- Encourage creativity.
- Direct and motivate the work team to achieve the goals of the project.

#### Display

- Monitor that the times and dates of commitment were fulfilled as agreed with the client and with the teacher.
- Monitor effectiveness in internal meetings.
- Support the group so that everything is delivered on time and in shape.

#### Annotator

- Record all agreements and comments made in the group.
- Deliver a log at the end of the project.
- Write down all the group's pending and send a weekly minutes so that the members comply with their commitments in a timely manner.

#### Facilitator

- Provide all the resources necessary for the group to work and not have delays with the projector, computers, material used, etc.
- Streamline the interaction process.

In relation to logistics, the consulting team agreed with the company a total of five sessions at different times to apply the questionnaire in groups. The methodology in this section was only to assist in the schedules agreed to apply the questionnaire to the group of available people.

#### *Collection of information*

The instrument used to collect the information was the self-administered questionnaire, which was specifically designed by the consultant team with the following characteristics:

- Personal, anonymous and confidential.
- It contained a total of 60 items (56 questions closed and 4 open).
- Each item had an affirmation that the employee had to qualify indicating the one that would be closest to his perception.
- The scale used was from 1 to 10 (10 = totally agree, 1 = totally disagree).
- The variables evaluated were the following: 1) philosophy and values, 2) objective, 3) functions and responsibilities, 4) innovation and creativity, 5) identification with the company, 6) administration of human resources, 7) readiness to change, 8) physical working conditions, 9) salaries and benefits, 10) stability and development, 11) communication, 12) stress at work, 13) leadership style and 14) collaboration and teamwork.

The assistants received instructions from the consultant team about the questions and the evaluation scale. Subsequently, the consulting team gave the necessary time for the employees to answer the questionnaire, and resolved doubts in relation to any item that was not clear to the attendees.

### *Analysis of the information*

Each response was assigned a score, as detailed below:

- The most positive answer = 10 points.
- The least positive answer = 1 point.

The general evaluation scale used was an element of quantitative interpretation where six generic categories of organizational climate levels were located based on the following general evaluation scale (table 2).

**Tabla 2.** Escala general de evaluación

<b>Escala general de evaluación</b>		
<b>Nivel</b>	<b>Categoría</b>	<b>Estrategia a seguir</b>
De 10 a 9	Excelente	Mantener
De 8.99 a 8	Muy buen nivel	Consolidar
De 7.99 a 7	Buen nivel	Fortalecer
De 6.99 a 6	Área de oportunidad	Mejorar
De 5.99 a 4	Área de oportunidad mayor	Atención crítica
De 3.99 a 0	Área de oportunidad total	Atención emergente

Fuente: Adaptado de Guizar (2013)

The tool that the consultant team used for the quantitative analysis was the average. In this stage, all the units added were considered, which were divided among the total number of elements (understood as applied questionnaire elements). To evaluate the information, the consultant team held sessions where two approaches were addressed: qualitative and quantitative analysis. For the first, the consulting team started by making a list of all the qualitative aspects that it considered relevant. Then, the tool called force analysis, by Kurt Lewin, was used. This review included an exhaustive study on which were the main forces that propitiated or impelled the process of change, which were marked with a symbol that indicated positive. Finally, the restrictive or negative forces

were valued, that is, those that the team considered did not favor the change. In the end, the team determined what the health and illness symptoms of the company had been.

### *Data feedback*

For the data feedback stage, the consultant team agreed with the internal consultant to present an executive report to detail the results and interventions that the team would suggest to initiate the organizational development process.

### *Tracing*

For the final stage, the consultant team recommended the client to establish a meeting plan with the specific theme of organizational climate so that the managers, administrative staff and middle managers reviewed the actions that were being carried out, as well as their status, progress and problems presented. This was to ensure that preventive and corrective actions were being carried out and for changes to be noticed within the organization.

## Results and Discussion

In this section are mentioned the results of the diagnosis applied to the company, as well as the main recommendations determined from the data collected. First, you can identify the strengths of the company, which reside in the following variables:

1. Philosophy and values (9.03): It means that the members of the organization have clearly defined and established the philosophy of the company, know their mission, vision, values and also feel identified with it.
2. Objectives (9.01) and functions and responsibilities (8.99): This represents an important factor, since it indicates that the staff knows very well what their responsibilities are within the company. They are also aware of the hierarchy and the formal structure of the organization. In addition, they know very well where the company is going and the results that have been obtained in relation to the objectives set.
3. Innovation and creativity (8.97): This means that there are sufficient and pertinent mechanisms that allow employees to communicate with the organization from a proactive point of view. It also indicates that the organization has developed the channels to listen to them and take their ideas and suggestions into account.
4. Identification with the company (8.56): It can be affirmed that it is a direct consequence of the personal identification with the philosophy and the values, since to the extent that this happens, people feel full satisfaction and loyalty towards the organization where develops
5. Administration of human resources (8.45): It indicates that the administration has been concerned with carrying out effective and quality processes in relation to human resources, that is, from integration to the separation of its personnel. From this data it can be inferred that the company understands that by employing people unprepared to fulfill their role or having the staff dissatisfied can negatively impact productivity.

On the other hand, regarding the areas of opportunity of the company, the following can be mentioned:

1. Collaboration and teamwork (3.97): Indicates that the company must seek mechanisms to improve the integration of the management, administrative and operational team to maximize its effectiveness. Likewise, it must seek to optimize the internal functioning in terms of environment, process, results, etc., so that the work team manages to have a positive impact on internal and external clients.
2. Leadership style (4.79) and communication (5.35): It means that the company must be aware that its middle managers and leaders are the direct channel to improve organizational effectiveness. In fact, by improving the style of personal and interpersonal leadership, the staff will improve their results and print more enthusiasm to their functions.
3. Stress at work (4.90): Points out that the organization has not recognized which are the main factors that cause stress at work, for example, authoritarianism, demands, schedules, lack of tools or resources essential to work , etc. The company, therefore, must review what strategies it can implement so that its workers reduce the levels of stress, so that a greater productivity can be promoted in the personnel. The results obtained for each study variable are shown in table 3.

**Tabla 3.** Resultados por variables

Diagnóstico		Escala	
Variable	Resultado	Evaluación	Estrategia
Filosofía y valores	9.03	Excelente	Mantener
Objetivos	9.01	Excelente	Mantener
Funciones y responsabilidades	8.99	Muy buen nivel	Consolidar
Innovación y creatividad	8.97	Muy buen nivel	Consolidar
Identificación con la empresa	8.56	Muy buen nivel	Consolidar
Administración de RR. HH.	8.45	Muy buen nivel	Consolidar
Disposición al cambio	8.43	Muy buen nivel	Consolidar
Condiciones físicas de trabajo	8.05	Muy buen nivel	Consolidar
Sueldos y prestaciones	8.01	Muy buen nivel	Consolidar
Estabilidad y desarrollo	7.97	Buen nivel	Fortalecer
Comunicación	5.35	Área de oportunidad mayor	Atención crítica
Estrés en el trabajo	4.90	Área de oportunidad mayor	Atención crítica
Estilo de liderazgo	4.79	Área de oportunidad mayor	Atención crítica
Colaboración y trabajo en equipo	3.97	Área de oportunidad total	Atención emergente
<b>Total empresa</b>	<b>7.5</b>	<b>Buen nivel</b>	<b>Fortalecer</b>

Fuente: Elaboración propia

According to the results, some intervention processes that the company can implement in order to improve its organizational climate are recommended. In relation to collaboration and teamwork, apply the technique of team building, which serves to modify behavior through unstructured group relationships. This technique allows all individuals to come together in a free and open environment to talk about themselves and their interaction processes, moderated slightly by an external consultant to support the science of behavior. In this activity the group is process oriented, which means that individuals learn by observation and participation, which is more effective because it transcends what is usually done in a lesson or course. This intervention will increase the awareness of team members about their own behavior and intensify their sensitivity to the behavior of others. The result will be directly reflected in the empathy, since it will try to improve listening skills, expand tolerance and strengthen skills to resolve conflicts.



To optimize leadership style and effective communication, it is recommended to implement a diagnosis of situational leadership that allows each team member to know their main strengths and weaknesses with respect to themselves and their leadership style. This diagnosis can address issues such as leadership focused on values, the development of collaborators, emotional intelligence and the implications in the process of conflict management. It is also important to suggest that this program is only for key personnel with a future in the organization. To achieve the above, a post-person alignment program must be implemented in parallel with the intention of validating whether the workers who currently serve as leaders actually meet the requirements required by the profile of their positions; then, based on the results, career development decisions or personnel movements can be made.

Finally, to reduce stress at work it is proposed to make a deep and specific assessment in each position on the organization, as most people agreed that the workload was not fair. For this, it is recommended to do a deep assessment of positions that includes the measurement of time in activities and redesign the positions based on the current needs of the organization, since each position (with their respective profiles, descriptions and valuations) was created when the company had less than 50% of current customers.

## **Conclusions and recommendations**

The diagnosis of the organizational climate is only a research approach to one of the most important social phenomena in our time. Applying this type of studies allows building more human organizations in which each person finds a space to develop fully. Likewise, productivity today is a challenge that can only be assumed from a perspective that considers the needs of human beings, and not only those of a highly technified impersonal productive system.

Finally, some general recommendations are presented: Once the diagnosis has been delivered to the administration, it is convenient to disseminate the results to all the members of the company; That way they can contribute ideas and be part of the solutions. Departmental work plans should also be established with constant reviews, so that the areas of opportunity detected in the diagnosis can be addressed. And mechanisms or procedures should be established that allow the continuous and systematic evaluation of the organizational climate to have points of reference in terms of improvement and progress.

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