

**Organizational Climate Diagnosis in MSMEs. Case: Guanajuato capital****Diagnóstico de Clima Organizacional en MIPYME. Caso: Guanajuato capital**

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**Abstract**

Currently, the study of micro, small and medium enterprises (MSMEs) have Become Relevant around the world, Given the Importance of These Organizations for the economy and development of the country clubs. The factors That These allow companies to survive, strength, and grow, Have Been Investigated In This basis. The purpose of this study is to diagnose the organizational climate in a sample of 30 MSMEs located at Guanajuato, Mexico, in order to determine perception patterns from Collaborators Regarding improvement areas. This research is quantitative, non-experimental and descriptive. The main results show the simplification of the organizational climate dimensions 11 by a principal component analysis (PCA), in order to Obtain two components can be Visualized That two dimensions in a plane. The main components separate the MSMEs in four quadrants positive or negative impact With, According the variables selected.

**Organizational climate, MSMEs, Guanajuato, Diagnosis**

**Resumen**

Actualmente, el estudio de las Micro, pequeñas y medianas empresas (Mipymes) en el mundo ha cobrado relevancia, dada la importancia de estas organizaciones en la economía y desarrollo de los países. A este respecto, se ha indagado respecto a los factores que permiten que estas empresas sobrevivan, se fortalezcan y crezcan. En esta investigación se realizará un diagnóstico de clima organizacional en una muestra de 30 Mipymes en el estado de Guanajuato, México, para determinar patrones de percepción de los propios colaboradores respecto a áreas de mejora. Esta investigación es de tipo cuantitativo, corte no experimental y con alcance descriptivo. Los resultados muestran que las 11 dimensiones de clima organizacional presentadas pueden ser simplificadas por medio de un análisis de componentes principales (ACP), para obtener dos componentes que pueden ser visualizados en un plano con dos dimensiones. Los componentes principales obtenidos separan a las Mipymes analizadas en cuatro cuadrantes donde se pueden observar aquellas empresas que se encuentran afectadas de manera positiva o negativa por las variables seleccionadas en los componentes.

**Clima organizacional, Mipymes, Guanajuato, Diagnóstico**

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## Introduction

The organizational environment is understood as "the set of permanent features describing an organization, distinguish it from another and influences the behavior of individuals who form" (Dessler, 1993, p. 181).

Diagnosis of organizational climate seeks to recognize how employees perceive their own work environment. This perception is relevant, since it generates positive or negative attitudes toward work.

Following Pattern, Sahuí & Pérez (2013), most organizational climate studies have been directed to the study and analysis of large corporations, without paying attention to small and medium-sized enterprises, however, its importance in the development of countries.

Therefore, it becomes essential to identify the perception collaborators regarding their work environment is essential in order to improve aspects that are not working well from their own perspective. This is done from a particular organization: Micro, Small and Medium Enterprise (MSME)

## Objective

The aim of this paper is to diagnose organizational climate in MSMEs in the state capital of Guanajuato based on eleven dimensions, which can identify patterns of perception regarding areas for improvement.

The research question is: What dimensions of organizational climate of MSMEs state of Guanajuato can be strengthened to improve the working environment of its employees?

## Theoretical bases

### *Organizational climate*

So far, there is no consensus on a single definition of organizational climate as it is a multidimensional construct which involved the general environment, the organization and the individual himself (Gómez, 2004).

On the other hand, the study of organizational climate has been linked to several variables such as organizational culture (Ostroff, Kinicki & Tamkins, 2003), job satisfaction (Vaca, Vaca & Quintero, 2015) and university management (Segredo, 2011), among other.

For this research the definition of organizational climate will be taken "as a set of perceptions of individuals regarding their internal working environment" (Hernandez Mendez & Contreras, 2012, p. 231).

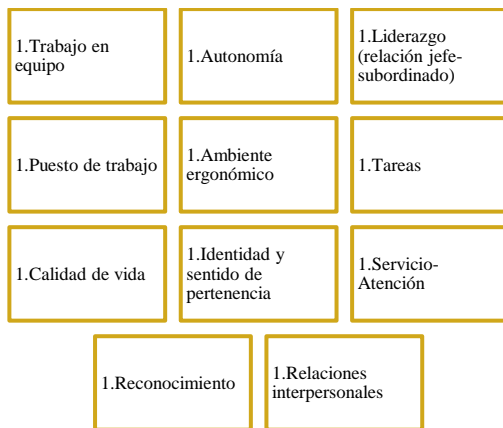
Following Sandoval (2004), the climate is made up of all people working within the organization, making it a better performance in order to become more competitive.

As mentioned initially, there are several factors that affect the organizational climate. for this investigation eleven elected. Next, a definition of each is presented.

## Dimensional analysis

1. Teamwork: It is the union and collaboration of people to achieve a common goal.
2. Autonomy refers to freedom individually with employees to, in its sole discretion, make decisions and take responsibility.
3. Leadership (boss-subordinate relationship): Set of skills that allow boss positively influence subordinates, making them share ideals and objectives voluntarily.
4. Workplace: place of a person within the organizational structure, which implies a set of tasks and responsibilities that the employee must perform.
5. ergonomic environment: Refers to environmental conditions, tools and tasks that allow the proper development of the activities within a workplace.
6. Tasks: Set of activities that the employee must perform according to their position. Generally, these are predetermined according to their job.
7. Quality of life: It has to do with the conditions that allow the worker to have a satisfying, healthy and fulfilling experience.
8. Identity and sense of belonging: This is the personal feeling that individuals have regarding the identification with the goals and values of the organization, and how they are seen as part of it. It is when the individual feels an integral part of the organization.

9. Service-Care: A set of interrelated activities provided by a server to a user, so that it achieves its purpose. It is expected that the service and care is always provided with quality.
10. Recognition: When employees know that their work and effort are taken into account and valued by the organization.
11. Interpersonal relationships: The result of the interaction of employees within the organization.



**Figure 1** Dimensions analysis organizational environment. Own source.

## MSMEs

In Mexico there are 5'078,735 economic units (INEGI, 2018), of which 99.8% are considered MSMEs, ie they are generating 52% of gross domestic product (GDP) and 72% of employment (CONDUSEF, 2018).

These companies contribute significantly to the generation of gross domestic product (GDP) in most countries. In addition, they are credited with the economic development of nations, constant job creation (Filion, Cisneros & Mejia, 2011).

In Mexico there are 99.8% Mipymes (INEGI, 2018), this percentage 97.6% are micro and account for 75.4% of total employed personnel, followed by small businesses with 2.0% and 13.5% and medians representing 0.4 % and 11.1%, respectively (INEGI, 2015a), ie the employed population is concentrated in the jobs generated by micro and this is alarming because based on the "life expectancy business" study of INEGI (2015b) it is concluded that 4 out of 10 micro die during the first year of life, in addition to SMMEs tend to generate jobs with less favorable conditions compared to large enterprises, ie, they pay lower wages and offer less job security ( Romero, 2006), this study is the importance of MSMEs.

In the capital of Guanajuato, the 99.17% are MSMEs (INEGI, 2018) having 83% of economic units with less than 5 workers (SEIEG, 2018).

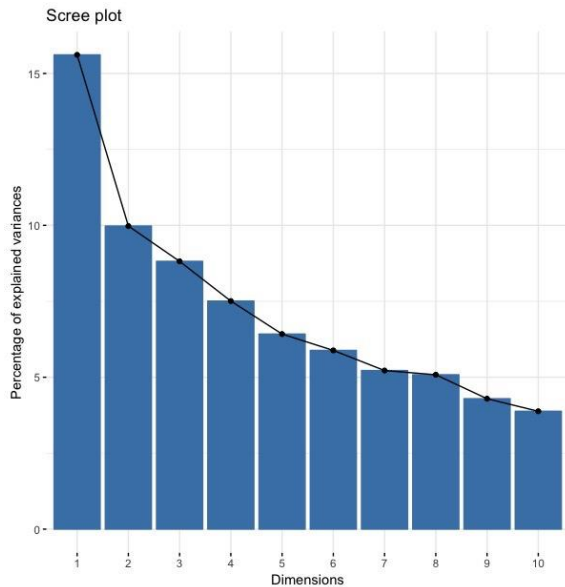
## Methodology

This research is quantitative, non-experimental and descriptive scope court.

An incidental sample 30 Mipymes located in the capital of Guanajuato, to which were applied the instrument called "Organizational Climate Diagnosis" (Boiler & Zarate 2017) was selected.

Initially a Principal Component Analysis (PCA) was performed to obtain a simple representation of the 11 elements of organizational climate represented by 55 variables included in the data collection instrument mentioned. The objective of the ACP seeks to transform the original variables into new variables unrelated, which are called principal components and represent a linear combination of the original variables. The ACP is an exploratory technique to lower the dimension of the observations to display and observe a trend or pattern on them (Grimm & Yarnold, 2000).

Figure 1 shows the percentage of variance for the first 10 principal components found where one can see that there is a dominant main component, which captures a large portion of the information.



**Graphic 1** Percentage of variance for the first 10 principal components.

Source: self made

The ideal case is to select the smallest number of key variables that capture the greatest amount of variance. For analysis were selected the first two principal components, the sum of variances represents about 25% of the total variance. This lets you visualize the observations on a two-dimensional space.

After selecting the number of main components, these must be interpreted defining the coefficients obtained. A high coefficient of a main component of a variable indicates a high correlation between that variable and the main component, helping the separation of data in the dimensions of each component (Afifi, May & Clark, 2011).

Table 1 shows the coefficients for the two main components which are underlined those more positive and negative value.

One goal in the ACP is to identify the (positive and negative) higher numerical values, since these are the most contribution in the transformation of variables.

Thus, according to an interpretation of the variables more weight is proposed.

Variable	principal component 1	Main Component 2
<b>Teamwork</b>		
TE_1	-1.23E-01	0.052447029
TE_2	-1.62E-01	-0.181793637
TE_3	-1.07E-01	-0.045058642
TE_4	-4.41E-02	-0.183815392
TE_5	-3.51E-02	-0.004119069
<b>Autonomy</b>		
A_1	<u>7.02E-02</u>	-0.098710065
A_1.1	2.54E-02	-0.197977005
A_2	<u>7.71E-02</u>	-0.032199527
A_3	-1.27E-02	-0.11301544
A_4	9.19E-03	0.012097894
TO 5	-2.36E-01	0.066860966
<b>Leadership</b>		
L_1	-4.98E-02	-0.040719425
L_2	<u>-2.62E-01</u>	0.090192125
L_3	-6.45E-02	-0.078878503
L_4	-2.10E-01	-0.008591057
L_5	-2.25E-01	0.136962648
<b>Job</b>		
PT_1	-1.75E-01	0.167621984
PT_2	-6.68E-02	0.116184358
PT_3	-8.11E-02	0.074734687
PT_5	<u>-2.67E-01</u>	0.116446439
<b>ergonomic environment</b>		
AE_1	-1.99E-01	<u>0.16456629</u>
AE_2	-2.46E-01	0.071037862
AE_3	-2.18E-01	0.006150582
AE_4	-7.24E-02	-0.222722727
AE_5	-5.90E-02	-0.061923022
<b>Chores</b>		
T_1	-2.40E-01	-0.082289596
T_2	-2.04E-01	0.107922551
T_3	-5.22E-02	0.051981617
T_4	1.18E-01	0.195663632
T_5	1.38E-02	0.134686622
<b>Quality of life</b>		
CV_1	-1.51E-01	0.121744461
CV_2	-1.03E-01	0.029474639
CV_3	-3.93E-02	-0.162286631
CV_4	-6.61E-02	<u>-0.264103684</u>
CV_5	-4.34E-02	-0.075247222
<b>Identity and sense of belonging</b>		
isp_1	-2.28E-01	-0.02405612
isp_2	-3.33E-02	-0.056555348
isp_3	-6.03E-02	-0.100069564
ISP_4	-1.12E-01	-0.131581259
ISP_5	-4.30E-02	-0.118466931
<b>Attention service</b>		
ST_1	1.22E-02	-0.205567765
ST_2	-6.10E-02	-0.143681309
ST_3	-7.33E-02	-0.147242533
ST_4	-1.72E-01	0.022925842
ST_5	-1.19E-01	-0.136134305
<b>Recognition</b>		
R_1	-4.07E-02	-0.194960223
R_2	-1.20E-01	-0.216109523
R_3	5.34E-02	-0.212963479
R_4	1.79E-05	0.011588287
R_5	-7.40E-03	<u>-0.271729337</u>
<b>Relationships</b>		
RI_1	-1.73E-01	<u>-0.251642734</u>
RI_2	-1.26E-01	0.034864605
RI_3	-2.49E-01	<u>0.16789325</u>
RI_4	-1.04E-02	0.003010475
RI_5	-1.72E-01	-0.198156298

**Table 1** Correlation coefficients for two main components.

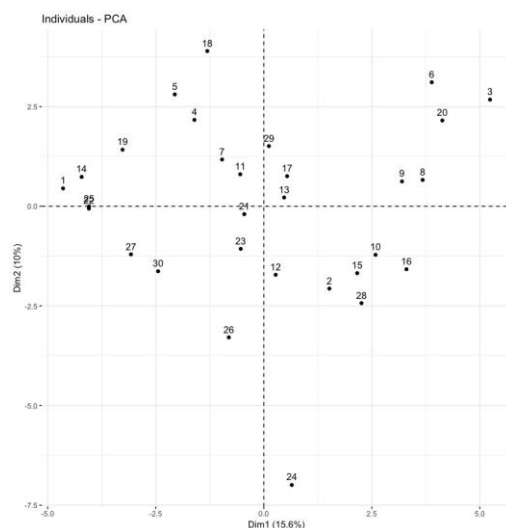
Source: self made

## Results

With the completion of the ACP, the variables that showed a greater influence on the first two components were found. According to the coefficients found in the first principal component variables that offer higher ratios are positive and negative elements related tasks, autonomy, leadership and workplace.

For the second component, the coefficients more positive and negative focus on tasks, interpersonal relations, ergonomic environment and quality of life. Based on the above, the first principal component may relate to internal factors of the organization and the second component to external factors.

In Figure 2 the elements of the sample according to the first two principal components are shown. The horizontal axis represents the plane first main component and the vertical axis to the second.



**Figure 2** Representation of elements in the sample into two main components.

*Own source*

According to the analysis, in the first quadrant of the plane following the clockwise organizations that have positive levels of internal and external factors would be located. Therefore, in the second quadrant organizations with positive levels of internal factors and external factors negative levels they would be found.

In the third quadrant organizations with negative levels of internal and external factors they would be located, while the fourth quadrant would be organizations with negative levels of internal factors, but positive values of external factors.

## Conclusions

According to Salazar, Guerrero, Machado & Cañedo (2009) achieve a better organizational climate in business is essential and important, as it allows an increase in labor productivity, in addition to working in a friendly and efficient environment for workers.

The present investigation provides a diagnosis by the ACP, finding that organizations located in the fourth quadrant (Figure 2) represent those with largest area of opportunity, because the variable values of internal and external components obtained 11 organizational climate dimensions are in negative impact coefficients. These organizations could focus on improving these variables in order to improve their organizational climate and have a positive impact. Furthermore, the ACP made greater coverage obtained in the percentage of variance by increasing the sample size and the number of components selected.

Finally, it is necessary to emphasize the importance of such research, because as discussed Pattern, Arguelles & Ake (2012):

Organizational climate research in MSMEs are quality indicators that allow to have information useful support for strategic planning and decision making. These studies enable the development of plans and programs of change and organizational development that include improvements in working conditions, behaviors and satisfaction with work. (P. 11)

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