

Impact of the organizational culture on job stability in a maquiladora company in Ciudad Juarez, a case study

Impacto de la cultura organizacional en la estabilidad laboral en una empresa maquiladora de Ciudad Juárez, estudio de un caso

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Abstract

The purpose of this study is to investigate the impact of organizational culture on the stability of the employees of the maquiladora industry of Ciudad Juarez. A descriptive correlational type investigation was Carried out; The objective was to analyze the relationship Between organizational culture and job satisfaction through the Pearson correlation coefficient. The Organizational Culture Assessment Instrument (OCAI) was applied with a Likert scale of 5 points and an adaptation of the work developed by Coexphal satisfaction instrument. These instruments Were applied to a sample of 60 employees, the Data Collected Were Analyzed through the software Statistical Package for the Social Sciences (SPSS). The findings Indicate That the dominant culture is That Market, and in overall terms there is no correlation Between the job satisfaction and organizational culture.

Organizational Culture, OCAI, Job Satisfaction

Resumen

El propósito del presente estudio es investigar el impacto de la cultura organizacional en la estabilidad de los empleados de la industria maquiladora de Ciudad Juárez. Se realizó una investigación de tipo descriptivo correlacional; el objetivo fue analizar la relación existente entre la cultura organizacional y la satisfacción laboral a través del coeficiente de correlación de Pearson. Se aplicó el Instrumento de evaluación de la cultura organizacional (OCAI) con una escala de Likert de 5 puntos y una adaptación del instrumento de satisfacción laboral desarrollado por Coexphal. Dichos instrumentos fueron aplicados a una muestra de 60 empleados, los datos recabados fueron analizados a través del software Statistical Package for the Social Sciences (SPSS) Los hallazgos indican que la cultura dominante es la de Mercado, y en términos generales no existe correlación entre la satisfacción laboral y la cultura organizacional.

Cultura Organizacional, OCAI, Satisfacción laboral

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Introduction

The phenomenon of staff turnover in the maquiladora industry has worsened in recent decades, causing serious problems to carry out the commitments of production in the various sectors covered by the maquiladora industry in Ciudad Juarez, it has gone far beyond the ideal figures and manageable for this sector, thus becoming a social problem.

Any quality or production requires job stability, resources applied to employees in a matter of training has fallen into a bottomless pit to a workforce with great instability, posing a problem because the skills, knowledge and acquired skills are lost when moving to other economic sectors in the region or to the same industry. (Carrillo and Santiesteban, 2001)

The company considers the perception of the work environment within its facilities as a safe, supportive and significant in relation to the participation and commitment of time and energy that employees must demonstrate to the organization. Contemplating that employees are motivated to perform their tasks and build them a comfortable and challenging perception.

This perception seems to have no significant effect on employee attitudes and how they are connected with their work. Job instability, occurring in the organization is causing negative consequences, absenteeism it has become more frequent. Generating the targets set in the production standards can not be met. Consequently, absenteeism usually routed to the turnover, causing a direct negative impact within the organization, since when the employee quits the employment of the company lost it the time invested in training and development.

According to Flores, et al. (2008) When problems arise job security in organizations, leading to affect the performance of the same, look for the root causes that give rise to excessive staff turnover.

Usually behind an excessive labor turnover can be described several factors involved, lack of motivation, dissatisfaction, job dissatisfaction and this in turn is influenced by a set of issues related in many cases with poor relationship with the Human Resources department.

The opinion that the worker is on work performed, leadership style made in the organization, the relationship between partners, the quality of communication, policies and procedures established, the physical condition to perform their work and satisfaction with the task demists are some variables related to the phenomenon of employee turnover influencing directly and indirectly on the results of the organizing manner. (Flores and Madero, 2012)

Another aspect that has made some researchers have referred to the importance of organizational culture to organizational innovation. It is considered that organizational culture is a key determinant in fostering innovation and employee behavior. Since the innovative capacity of an organization can be seen as a result it is improved by organizational learning.

When an organization has a culture that encourages employees to express novel ideas and positively supports change and innovation, so members of the organization are more willing to keep open minds and accept different ideas. (Covin and Slevin, 1991)

Different studies and approaches on the factors influencing job security have been developed by different authors, however Association data collected

Maquiladora, AC Index Juarez, (2018)

The maquiladora industry in Ciudad Juarez start the year with a turnover rate of 8.45% staff, having a severe impact on production areas and recruitment programs and incentive policies for employees.

This study seeks to provide updated information in the region on a long-simmering issue of job security that far from finding solutions to decrease acrecenta with time information.

Thus, the present research raises as its main objective, whether organizational culture plays an important role in regarding the job security of employees of the maquiladora industry in Ciudad Juarez.

On the other hand the relevant literature authors who have researched the aforementioned issues and propose through contingency tables and analyze information through the Pearson correlation coefficient be provided.

Theoretical framework

The term of turnover is used to define the fluctuation of personnel between an organization and its environment; this means that the exchange of persons between the organization and the environment is defined by the volume of people entering the organization and the coming out of it. (Chiavenato, 2011)

Hoppock, (1935) was the first person who published a book related to the work of job satisfaction. According to Hoppock, if the presence of a particular factor leads to job satisfaction, then the absence of this factor cause job dissatisfaction. He found different levels of satisfaction among different occupations. Professional, executive and managerial employees were the most satisfied group, while unskilled manual workers were the least satisfied. This study laid the foundation for future empirical research on job satisfaction.

Likewise, the lack of job satisfaction implies that employees waive the objectives of the organization. Therefore, job satisfaction should be the strategic concern and the main objective in any company. If organizations focus on human capital as their added value and competitive, necessarily they need to protect employees welfare. Job satisfaction of employees largely contributes to achieving organizational objectives, and therefore stimulates positive attitudes such as commitment, enthusiasm and organizational commitment (Schaufeli and Bakker, 2004)

Many different definitions have focused on the work itself, while others relate to factors related to work. Some practitioners and researchers established that satisfaction is defined as positive feelings or aggressive responses; other defined as the gap between the expected gain and real gain. (Bin and Ali, 2012)

Blake and Mouton (1969), were in fact, who started the roots of organizational or corporate mid-nineteenth century culture, were the first authors who mentioned the link between organizational culture and excellence in the late 1960s.

On the other hand (MORELOS-GOMEZ and FONTALVO-HERRERA, 2014) point out that the analysis of organizational culture from the point of view of behavioral styles in organizations, generates reviewing this concept within these regulatory institutions, aimed and subordinated by continuous and meaningful relationships that naturally constitute the organizational culture. So, when considering that culture it is indefinite and immanent feature of every society and that organizations are small societies,

They can be attributed to cultural characteristics that describe organizations, being able to say that culture is the organization, such as the individual personality. Sackamnn (1992) states that researchers of organizational culture debate whether companies have culture or represent a culture additionally have addressed the issue of culture in various ways which has generated confusion and ambiguity, given that They have not been determined better approaches to organizational culture which considers that researchers should say that adapt to the research conducted.

(O'Reily and Chatman, 1996) cited by Ližbetinová et al. (2016) state that culture generally refers to a specific form of organization, implement and develop activities that are objectified in the results of physical and intellectual work. Management literature focuses on the concept of culture as a complex of standards and values that are widely shared in the whole organization.

Therefore, it is considered to be a secret recipe that allows to attract customers, which is based on teamwork, integrity, a spirit of humility and work focused on end customers. (Guiso, Sapienza, and Zingales, 2014)

In this sense the organizational culture generates a great impact on job satisfaction and performance, because it helps its members identify with the organization and provides guidelines behaviors necessary for the functioning of the organization. (Robbins and Judge, 2013)

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The theory of organizational culture defined by Cameron and Quinn (2006) for granted the values, assumptions, expectations, collective memories and definitions present in the organization.

1 shows each quadrant which a label appended to distinguish its most notable features; the theory suggested four types of culture in organizations such as clan, adhocracy, hierarchy and market.

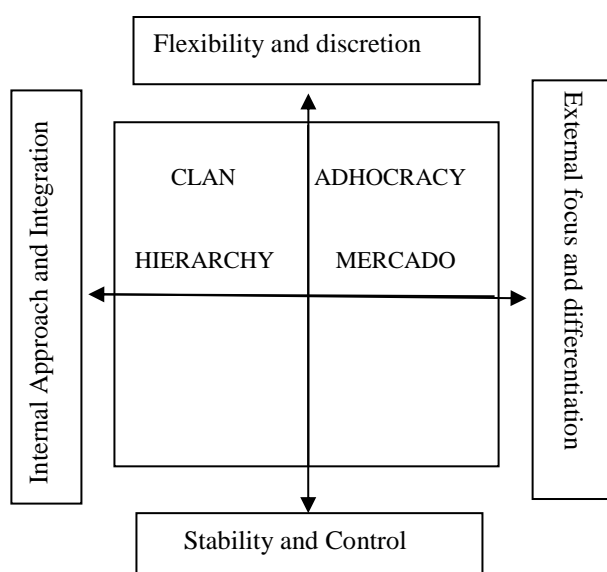


Figure 1 frame values competition
Source: (Cameron and Quinn, 2006)

Culture of hierarchy

Cameron and Quinn (2006) introduced the culture of the hierarchy, has seven such features as rules, specialization, meritocracy, hierarchy, separate property, impersonality and responsibility. These characteristics were considered highly effective in meeting the purpose, and were widely adopted in organizations whose main challenge was to create efficient, reliable, and predictable results fluids.

Market culture

The term market refers to an organization that functions as an external environment oriented rather than internal affairs market. It focused on transactions with suppliers, customers, contractors, regulators and others. The market operates through monetary exchange where the focus is to transact with other groups to create advantage.

Profitability, strength in niche markets, among others, are the main objectives of the organization. The core values for such market organizations are competitiveness and productivity.

Clan culture

Clan culture is used because it is similar to the organization of family type and more families economic entities. The common characteristics of companies such clan were teamwork, employee involvement and employee engagement companies.

Culture adhocratic

It tends to encourage adaptability, flexibility and creativity, while uncertainty, ambiguity and information overload are common. Such organizations have no centralized power or authority, while power flows from individual to individual, team task team, it depends on how the problem is being addressed.

Methodology

The research topic of this study It was to establish a correlational descriptive analysis to identify the impact of organizational culture and job satisfaction. an adaptation of the assessment tool of organizational culture (OCAI) with a Likert scale of 5 points and an adaptation of job satisfaction instrument with a Likert scale developed by Coexphal 3 points was applied.

The research methodology was presented as follows: research design, sample, data collection, measuring instruments. a sample of 60 people interested in participating in the implementation of the survey was taken.

Results

Data were analyzed by descriptive statistical methods in which the mean, standard deviation and Pearson product-moment correlation coefficient were included. The results in Table 1 show the average obtained Clan 4.13, 4.06 Adhocracy, Mercado, 4.24, 4.20 and Hierarchical satisfaction of 2.53 labor; so it can be observed that the perception of employees within the organizational culture prevailing market culture with an average of 4.24 and a standard deviation of 2.90

Descriptive statistics			
	N	Half	Desv. typ.
Gender	60	1.72	.454
jobsat	60	2.53	2,725
DCULTCLAN	60	4.13	2,900
DCADHOCRACIA	60	4.06	2,641
DCMERCADO	60	4.24	2,527
DCJERARQUIZADA	60	4.20	2,615
N valid (as listed)	60		

Table 1 Descriptive statistics

Source: Prepared

The results in Table 2 reflect the correlation between the different culture groups (Cameron and Quinn, 2006) designed; the dimension of Culture Clan a correlation coefficient of 0.277 and 0.032 p value can be established that there is a weak correlation to job satisfaction; the dimension of Culture Adhocracy with a coefficient of correlation of .228 and a P value of .079 proves that there is no correlation between it and the variable of job satisfaction; the dimension of Culture Market with a coefficient of correlation of .100 and a P value of .447 shows that there is no relation to the variable of job satisfaction; finally the dimension of Culture Jeraquizada with a coefficient of correlation of 0.051 and p value.

correlations		
	jobsat	
DCULTCLAN	Pearson correlation	.277 *
	Sig. (Bilateral)	.032
	N	60
DCADHOCRACIA	Pearson correlation	.228
	Sig. (Bilateral)	.079
	N	60
DCMERCADO	Pearson correlation	.100
	Sig. (Bilateral)	.447
	N	60
DCJERARQUIZADA	Pearson correlation	.051
	Sig. (Bilateral)	.699
	N	60
*. Correlation is significant at the 0.05 level (bilateral).		
**. Correlation is significant at the 0.01 level (bilateral).		

Table 2 Pearson correlation

Source: Prepared

Conclusions

According to the data collected perception of employees reflects the predominant culture is market, so the focus of the organization dominates apply to external objectives, ie areas of suppliers and external business, it you point out that when applied surveys employees were unaware of the concepts of culture and its relationship with the organization, the maquiladora industry implements several strategies to retain employees.

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However, they have failed to control employee turnover within the practices applied is the motivation through recognition and economic incentives and in kind, for their performance, punctuality among others.

The results show that the organization has not implemented or lacks an organizational culture that allows you to correct the problem of job satisfaction than heading to the rotation and absenteeism.

Maquiladoras continue to try to retain employees through the aforementioned incentives, they are evaluating implement significant organizational culture and introduce strategies such as those by (Cameron and Quinn, 2006) and allow them to eventually reduce the turnover rate affects both the overall objectives of these organizations.

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