

Organisational culture and climate in agricultural enterprises

Cultura y clima organizacional en empresas agrícolas

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Abstract

This research aims to describe how a company with a very defined organizational structure, manages to achieve the goals it has set for financial gain at the same time that it has the work schedule had been settled, fulfill with the values estimated as priority to work the way of the main organizational climate is. This would be seen through the perspective of former employees of the same, this because the research looks not to coerce favorably the interviews answers for fear of losing his job. The main objective will be to know the cohesion of the organizational structure of the company with the scheme of values that the operation of the structure pursued.

Organizational climate, Work scheme, Organizational culture

Resumen

La presente investigación busca describir cómo una empresa con una fuerte estructura de organización interna, logra alcanzar los objetivos que se ha planteado para lograr obtener beneficios financieros al mismo tiempo que el esquema de trabajo que se ha planteado, cumple con el cuadro de valores que se han definido como los que la empresa estima que han de definir su forma de trabajo y constituyen su propio clima organizacional. Esto se percibirá a través de la perspectiva de ex empleados de la misma, con el fin de que estos no se sientan coaccionados de responder a las entrevistas de manera favorable por temor a perder su trabajo. El objetivo central será el de conocer la cohesión de la estructura organizacional de la empresa con el esquema de valores que el funcionamiento que la estructura persigue.

Clima organizacional, Esquema de trabajo, Cultura organizacional

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Introduction

The purpose of knowing the above is to suggest modifications to remedy what hinders the consistency of the cohesion of the organisational structure with its scheme of values or to propose new practices if necessary, by means of an adequate synthesis of data, with detailed descriptions of the phenomenon under investigation. For this purpose, the present case study will analyse the social reality of former employees of Euronovedades Agrícolas S.A. de C.V. from their perspective. Therefore, the research will focus on the qualitative perspective in order to know the motives that lead the employees to act and to know the scenario of their work, and thus obtain an analysis that contributes to the improvement of the quality of the work of the company in particular and that, establishes a precedent, which with its particularities and unique characteristics, serves other research for companies that go through similar situations and becomes a useful tool. The work starts from the main research question: What is the prevailing organisational climate in Euronovedades and how does it favour productivity?

Literature review

Definition of organisational culture and work climate

First of all, it is important to define the environment and its perspectives. Environment is understood from everything that surrounds us to study the dynamics of interaction as a result of the elements that make it up, which are active, considering now not only the physical space but also people and situations. According to the author it is important to approach the definition of environment on three levels, from its etymological meaning, from the structure and functioning (Arana, 2008).

Thus, the environment is understood as an environment, as a given space, which has constituted the configuration of a scheme where activities take place. In terms of the living environment, space refers specifically to the places where the various social activities take place: work, leisure and where social relations take place.

The structural conformation includes aspects such as the nature that contains the elements, whether artificial such as technology and culture, as well as the physical elements of the system itself, thus considering a natural and social dimension of the environment (Arana, 2008). In this way, the concept of environment begins to contemplate the idea that links culture, values and human action in the environment, understanding it as an environment that facilitates the adoption of different behaviours.

It is through this generation of environment that humans carry out activities, the function of all human occupation revolves around what they have generated and the systems they have made available as necessary for living. Systems require concrete structures to be functional, if one process does not occur properly, it is reflected in others, which is why institutions fail in their general objectives, they do not concentrate on the specific steps that achieve the major ones.

Regarding the generation of the environment, again Tréllez and Quiróz affirm that "currently the most generalised conception of the environment reflects, on the one hand, the dynamic nature of the interrelations between natural and social elements; and on the other, from an integral point of view, that the human being, as well as his different levels of social organisation, with his needs and potentialities, creative and destructive, is an indissoluble part of this network of interactions, both as a biological being and as a creator of culture. (Arana, 2008).

It is the ethical elements that direct and underpin human action, which is why he makes use of everything he has at his disposal to satisfy his needs, this is how artificial environments are born, they are manufactured from a need. Understanding the above, we can investigate one of the artificial environments that man has generated and that is indispensable for his daily life and sustenance, his organisational culture. This organisational culture will define its way of working and will distinguish it within the social environment in which it develops.

There are countless definitions of organisational culture and they integrate different variables, but the truth is that many knowledge and experiences that are generated from defining organisational culture from different case studies with their particularities, can be applicable to other types of organisations, which is why this research has chosen to adopt the definition of Schwartz and Davis.

We can conclude that organisational culture is not a phenomenon that occurs naturally in the physical environment, it is born of a need and it is another need that drives its modification, which may or may not be felt immediately, above all because it has to be real and materialise in the interaction of individuals as a social system.

Organisational cultures can only exist in clearly established structures, otherwise it may only be a reality constructed from the customs and habits of individuals who share certain traits but who do not necessarily have an organised system that specifically directs assigned activities.

In accordance with the definition of organisational culture, it is understood that one of the elements that make up this culture is the organisational climate or also known as work climate, which is an indicator of how the culture in a company or institution is influencing the employees and how they are responding in their daily work as individuals and as part of a group, to the fulfilment of the objectives that the structure of the company establishes and that allows it to continue to exist. For this reason, it is necessary to define and understand the concept of organisational climate.

From the human approach, Pérez de Maldonado (1997; 2000; 2004) states that "the work environment or organisational climate can be understood as a socially constructed phenomenon, which arises from individual-group-working conditions interactions, resulting in a meaning to individual and group experiences, because what belongs to and occurs in the organisation affects and interacts with everything. Organisational results are precisely the consequence of these interactions, which occur in a dynamic, changing and affectively charged way". (Maldonado, 2006).

At this point, the action of individuals comes to draw on the work structure, not only the reality that workers live day by day, but previous experiences that have been shaping them and that will depend not only on the individual's own training but directly related to their work skills, their position and function and the relationship they have with their other colleagues, as well as the degree of impact that their work has on other processes in the company.

It should be remembered that Román Muñoz and Patiño Vargas maintain that the foundation of organisational culture lies in individuals, so it is not possible to consider a valuable study in this field without considering these groups as the object of study. For this reason, for the present study it is essential to know in detail the impressions and appreciations of what is experienced within the company not only from the point of view of the work structure, but also from the point of view of the individuals who work in the company and make up its social system.

As Sinaloa is a predominantly agricultural state, more than 80% of the state's economy depends on this primary activity, which is why many companies engage in economic activities derived from providing professional services to this sector.

Given the relevance of agriculture in Sinaloa and the fact that many of the most important companies in the state are related to this activity, it has been determined that the research should derive from a company that is dedicated to providing products or services to this sector, since these are the companies that have been in the market the longest, and therefore have had more time to integrate their organisational structure with values. For this reason, the present research has been inclined towards the study of a company dedicated to providing services to farmers, choosing Euro Novedades Agrícolas S.A. de C.V. to carry out the case study, since the company has 20 years of experience in this field, has a defined work structure and has also sought to integrate this structure with values and philosophies that allow it to have a socially responsible character, looking for the human element to be taken into account.

Definition of the characteristics of a suitable work environment

The present study will understand that a suitable work environment is one that complies with having integrated the values that it determines as those that employees will seek to adhere to the work structure that has been determined from the position that the individual holds, regardless of The present research has been carried out mainly with information that the company has available about itself on its website, printed advertising and above all through interviews with 10 research subjects to determine the congruence of what has been established as an ideal working environment according to the company's own standards. The observation was not very detailed, since it was not possible to visit the company to see its facilities and interview company employees due to the lack of personnel available to attend a visit to the company for academic purposes, which was requested but could not be carried out.

The interviews took place anonymously and the most relevant data were extracted in order to answer the central research question, under a semi-structured scheme. Four of the interview subjects were women, while six were men, ranging in age from 23 to 55 years old.

The women worked in administrative positions reporting to more than one manager, except for one who worked in the maintenance and cleaning area. The men, on the other hand, all worked in middle-level positions, being subordinate to a specific manager, only two of them worked at the administrative level, while the rest worked at the technical level.

Of the total number of the research subjects, seven of them finished school at bachelor level, only one of them completed graduate studies, two of them finished only high school and one of them finished high school with a technical degree. All seven of them were dismissed due to a downsizing that the company carried out approximately two to three years ago, while one was dismissed for violating company rules, one resigned and the other was not hired when his internship ended. It is important to note that both the person with the least education, the one who finished high school, was dismissed and the only one of the research subjects who had postgraduate studies, due to retrenchment layoffs.

Nine of the research subjects indicated that they had co-workers in the department in which they worked, the only one who did not, worked in the area of vehicle surveillance and was in charge of taking care of the administration of the security systems of the company's vehicles, their insurance in case of accidents and claims, their maintenance in the agencies where they were acquired, taking care of the use of the vehicles, location, use of transport allowances, as well as the continuous drafting of online and physical reports for the management. Although she did not have co-workers in her area, she shared her workspace, so she had the opportunity to interact with other people because other departments were assigned to that area to work in.

Due to the functions that all the interviewees performed, their work was related to other departments that intervened in their productivity levels. So it is clear that in order for the different departments to function properly there had to be a willingness to cooperate with each other, so that the departments could achieve their individual and overall objectives.

Below is a table, constructed on the basis of the data obtained from the interviews, showing the work area where the subjects worked, as well as the departments involved in the performance of their duties and the perception each subject had of how the departments cooperated with their work area. the position for which he/she has been hired. According to García Villamizar, in order to understand the climate of the organisation, one must seek to discover the intrinsic traits of the organisation. (García, 2006).

Taking the latter into account, it can be stated that the ideal working environment at Euro Novedades is the work that is carried out with commitment, passion, "love of work", loyalty, honesty and a sense of justice, regardless of the dependence of the company in which one works, with the understanding that all those who work in the company are highly trained professionals whose knowledge and values help to increase participation in the project market, in order to provide customers with the best equipment, products and services, while at the same time taking care of the environment by complying with labour and environmental regulations.

Although the working environment is dictated by management and must be supervised by the same, the truth is that it is largely determined by the individuals who work in it, since they are the ones who live day to day seeking to respect the margins of conduct expected of them while they must comply with the work for which they have been hired and in turn are heading to meet the objectives of each department and thus, all departments meet the overall objective of the company. For this reason, interviews were necessary in order to find out about the day-to-day atmosphere in the company.

Methodology

In order to establish the sample, we have tried to interview as many former employees as possible, regardless of their sex, age or position, as long as they have completed a period of 6 months, because it is in this period of time when it is possible to establish working relationships that would be very difficult to develop in less time.

It is therefore essential to know the relationship of individuals between members of their own work area and with the areas with which they co-ordinate, and we will explore this below.

Sujeto de investigación	Relación con los miembros de trabajo de su propia área	Alguna vez tuvo un conflicto con algún compañero de su área	Pudo resolver el conflicto con su compañero	Alguna vez tuvo un conflicto con algún compañero de otra área de trabajo	Pudo resolver el conflicto con el compañero
Sujeto 1	Buena	No		Si	No
Sujeto 2	Buena	Si	Si	Si	Con unos si y otros no
Sujeto 3	Buena	No		Si	No
Sujeto 4	Buena	Si	Si	No	
Sujeto 5	Buena	No		Si	No
Sujeto 6	Buena	No		No	
Sujeto 7	Sujeto 7	No		Si	No
Sujeto 8	Buena	No		No	
Sujeto 9	Buena	No		No	
Sujeto 10	Buena	No		Si	No

*Cuadro de elaboración propia a partir de los resultados de las entrevistas a los sujetos de investigación.

Table 2

Of the total number of respondents, seven had conflicts with a co-worker, two of them with a person who worked in the same department, while six had conflicts with a co-worker who was not part of their department, subject 2, it should be noted, had conflicts with people in and outside his department. Only subject 2 was able to resolve his conflicts and that was with the colleague who was part of his work group. The subjects were asked whether the conflicts they had were work-related or whether they had to do with personal reasons. Given the relevance of this point, table 3 is presented below.

Sujeto de investigación	Área en la que se desempeñaba	Área que intervinieron en el cumplimiento de sus funciones	Percepción de la coordinación que existía los departamentos para cumplir con sus funciones.
Sujeto 1	Parafinanciera	Diseño	Mala
Sujeto 2	Parafinanciera	Diseño	Mala
Sujeto 3	Promotora	Diseño, Ventas y comercialización	Mala
Sujeto 4	Parafinanciera	Diseño, Ventas y comercialización	Mala
Sujeto 5	Vigilancia vehicular	Gerencia, Una empresa subcontratada	Buena
Sujeto 6	Recepción	Todos los departamentos	Buena
Sujeto 7	Mantenimiento y limpieza	Todos los departamentos	Buena, pero una vez tuve un problema
Sujeto 8	Mensajería	Todos los departamentos	Buena
Sujeto 9	Diseño	Ventas y comercialización, Inventarios	Buena en mi casa, mala para mi jefe.
Sujeto 10	Jardinería	Contabilidad, Gerencia.	Mala

*Cuadro de elaboración propia a partir de los resultados de las entrevistas a los sujetos de investigación.

Table 1

The table shows that half of the opinions about coordination of work between departments is bad and half good and of the half that find it good, there are two observations that indicate that overall coordination was good but they had a negative detail to highlight.

Sujeto de investigación	Problema con compañero de área	Problema laboral	Problema personal	Problema con compañero de otra área de trabajo	Problema laboral	Problema personal
Sujeto 1				Si		Si
Sujeto 2	Si	Si	Si	Si		Si
Sujeto 3		No		Si	No	
Sujeto 4	Si	Si	Si	No		
Sujeto 5		No		Si	No	
Sujeto 6		No		Si	No	
Sujeto 7		No		Si	No	

*Cuadro de elaboración propia a partir de los resultados de las entrevistas a los sujetos de investigación.

Table 3

Seven employees indicated that they had perceived discrimination through problems they had had with co-workers, but although subject 6 did not indicate having had personal or work-related problems with a co-worker, she did indicate that she had the perception of having been discriminated against because of her age. At this point, it is worth defining what is meant by discrimination in Mexico in legal terms. The Ministry of the Interior of the United Mexican States (SEGOB), through the body known as the National Council for the Prevention of Discrimination (CONAPRED), indicates that discrimination should be understood as the unfavourable treatment or undeserved contempt for a person or group of persons due to physical characteristics or ways of life, whether ethnic origin, nationality, sex, age, disability, social, economic, health, pregnancy, language, religion, opinions, sexual preferences and marital status, among others that may be grounds for distinction, exclusion or restriction of rights. The law establishes that such practice has negative effects on the quality of life of people as they lose rights due to their condition of isolation or living in violence and in extreme cases lose their lives.

This is why a law was created to help prevent individuals from losing their rights.

Understanding what the law establishes as discrimination, we will now compare the characteristics of discrimination with the situations that the research subjects indicate they have experienced in table four.

Sujeto de investigación	Problema que percibe el sujeto de investigación	Tipo de discriminación
Sujeto 1	Fue discriminada por sus compañeros.	Debido a su religión y su apariencia.
Sujeto 2	Fue discriminada por sus compañeros.	Debido a su nivel académico, su puesto, nivel de vida y religión.
Sujeto 3	Le llamaron la atención por mal desempeño.	Por el mal desempeño de un tercero, del que su productividad depende.
Sujeto 4	Fue discriminada por sus compañeros. Le llamaron la atención por mal desempeño.	Por su edad. Por el mal desempeño de un tercero, del que su productividad depende.
Sujeto 5	Recibió quejas de sus compañeros de trabajo por su trato hacia otras personas.	No tienen que decirle como tratar a los demás.
Sujeto 6	Fue discriminada por la gerencia.	Despedida por su edad.
Sujeto 7	Fue discriminada por sus compañeros.	Debido a su nivel académico, su puesto, nivel de vida y religión.
Sujeto 8	Fue discriminado por la gerencia. Le llamaron la atención por mal desempeño.	Tuvo problemas con el gerente por comentarios de su desempeño. Por el mal desempeño de un tercero, del que su productividad depende.

*Cuadro de elaboración propia a partir de los resultados de las entrevistas a los sujetos de investigación.

Table 4

In view of the results, it is not possible to speak of a violation of the rights of the people who indicated that they felt they had been discriminated against, however, it should not be overlooked that these attitudes do not reflect the values that the company's constitution upholds and that they do not reflect a healthy organisational climate that allows individuals to develop professionally and prosper, which in turn allows the company itself to achieve its objectives. Table 5 shows which of the values on which the company is based is, in their opinion, the most appropriate for them, while at the same time indicating how they perceive this value to be lived in their working environment.

Sujeto de investigación	Valor de la empresa con el que se siente identificado	Percebe que la en la empresa este valor forma parte del clima	Razón
Sujeto 1	Honestidad	No	Es increíble que con un departamento de recursos humanos no se den cuenta del trato hacia personas que profesan una fe distinta.
Sujeto 2	Justicia	No	No es justo que se trate mal alguien porque no pudo estudiar y que por eso no pueda ganar más y porque tiene otra religión.
Sujeto 3	Compromiso	No	No existe un compromiso de buscar hacer un buen trabajo cuando hay personas incompetentes que están ahí porque le caen bien al gerente.
Sujeto 4	Amor al trabajo	No	No todos los empleados tienen el mismo nivel de compromiso para trabajar y despiden a los que si se esmeran y dejan a los que son favoritos de gerencia.
Sujeto 5	Compromiso	Si	Yo hago mi trabajo porque me pagan y mientras eso pase, no hay razón para dejar de ser productivos.
Sujeto 6	Compromiso	No	No todos los empleados quieren realmente trabajar y dejan a los que son jóvenes y sin experiencia, solo por su aspecto.
Sujeto 7	Justicia	No	Las personas no deberían ser tratadas diferentes porque no pudieron estudiar o porque se dedican a limpiar y menos por la religión en la que creen.
Sujeto 8	Amor al trabajo	No	Más que ir a trabajar, las personas van a presumir sus puestos y salarios.
Sujeto 9	Justicia	No	No es justo que no se paguen las horas extras, es tiempo que los empleados están sacrificando por apoyar a una empresa que no los recompensa.
Sujeto 10	Honestidad	No	No es honesto tener favoritismos por la apariencia de las personas, cada quien debería ganarse su lugar con méritos y esfuerzo, no por ser amigos del gerente.

*Cuadro de elaboración propia a partir de los resultados de las entrevistas a los sujetos de investigación.

Table 5

The results of the interviews indicate that only one person perceives that the value he considers most important takes place in his work, while the others say that they are discriminated against by a colleague because of their level of education, their position, their standard of living, their age, religion, and others have problems due to management favouritism towards people who are not fulfilling their functions and therefore hinder their performance.

Conclusions

One of the main problems of any company is that the human resources department only considers their exams to determine attitudes, aptitudes and capabilities of applicants for a position without following up on how they fit in with their co-workers and how they interact with other departments. While it is true that few companies exploit the advantages of a human resources department by seeking dynamics that integrate employees first within their own work area and then look for ways to create links with other departments, it would be worthwhile to explore this possibility.

The results indicate that former employees do not feel comfortable talking about the working environment they experienced while working there, as almost half of the sample that was intended to be studied decided not to participate in the interviews, which is not indicative of a plural, open and inclusive organisational environment. On the other hand, of those who agreed to conduct the interviews, the majority perceived problems with other members of staff and more than half perceived poor management, which did not try to reconcile in favour of a better direction of work activities that have a certain degree of dependence on the work of a third party.

Although the work environment is determined by the employees, the organisational climate is definitely dictated by the leaders and managers of the companies, so it cannot just be written on the desk, the organisational climate must be directed and built not only on a daily basis, but through a conscious search to improve the work environment for the benefit of all.

It could be thought that this type of dynamics within the workplace would take time away from the employees to fulfil their functions, however, in countries such as France, the work dynamic includes as part of the evaluation of professionals that there is coexistence between employees, for example, part of their monthly evaluation has to do with them attending at least once a month to a breakfast with other co-workers, this in order to foster closer ties that are reflected in a better work performance in the departments.

Considering what the team can gain as a social system in addition to the gratitude and feelings of attachment that the individual employee can develop towards the company, it is important to consider this as a medium and long term investment. It is true that this represents an enormous challenge for any company, regardless of its field of work, resources and objectives, but it must be understood that for more than thirty years, companies have been trying to expand by being more and more audacious in their sales, advertising, administration and accounting strategies, so they cannot be left behind in terms of innovating strategies that facilitate the creation of better cooperation ties and the generation of better working environments.

The present research work makes it clear that the perception of the company's former employees shows that the company's structure does not reflect the values it sets as part of its configuration as a company.

What stands out is that the central point of the problems that the ex-employees perceived in the time they worked, lies in the need to change the administrative management for the sake of an adequate intervention that helps them to achieve the objectives that each department sets itself and as a consequence the general objective of the company. It can be concluded that there is a need for a management that is responsible for the proper management of the organisational climate and work environment that employees build day by day, its responsibility cannot end in establishing principles and values that should be pursued, it is necessary to find out how it is living and what is necessary for the departments to be able to streamline their work to improve their performance without falling into impartiality that hinder their work.

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