

The importance of Organizational Climate as a factor in customer satisfaction: Coppel Villa Guerrero Case Study

La importancia del Clima Organizacional como factor de la satisfacción del cliente: Estudio de Caso Coppel Villa Guerrero

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Abstract

The study of the organizational climate is fundamental for any company, since it is the most precise indicator that shows the levels of positive and negative labor relations in the organization. Organizational climate is a variable that reflects the interaction between personal and organizational characteristics; it is considered a fundamental element in the perception that the worker has of the structures and processes that occur in his work environment (Goncalves, 1997). Therefore, this research was applied in the Coppel Villa Guerrero branch through a series of questions analyzing the variable as a factor of customer satisfaction both internally (employees) and externally (customers). Therefore, a questionnaire was designed that contemplates the proposed dimensions, with the objective of measuring the organizational climate, and thus determine if this variable is a correlational factor for customer satisfaction, before this was defined a sample of 261 customers and 57 employees, who with their support allowed to conclude the research for the verification of the hypotheses proposed, which is that, The impact on job satisfaction can be both positive and negative because when employees are not satisfied with their work, they generate a negative, toxic environment and this harms the organization in all its processes, which showed that there is indeed a correlation between the organizational climate and customer satisfaction, since the employee usually feels valued by the company and is reflected directly in the treatment of the customer, which leads to job satisfaction.

Organizational Climate, Customer Satisfaction, Coppel, Factors, Correlation

Resumen

El estudio del clima organizacional resulta fundamental para cualquier empresa, ya que este es el indicador más preciso que demuestra los niveles que se tienen en la organización en cuanto a relaciones laborales, positivas y negativas. Por lo que el clima organizacional es una variable que refleja la interacción entre las características personales y organizacionales; considerándose como un elemento fundamental en la percepción que el trabajador tiene de las estructuras y procesos que ocurren en su ambiente laboral (Goncalves, 1997). Por ende, esta investigación fue aplicada en la sucursal Coppel Villa Guerrero a través de una serie de preguntas analizando la variable como factor de satisfacción del cliente tanto en la parte interna (empleados), como externa (clientes). Por lo anterior, se diseñó un cuestionario que contempla las dimensiones propuestas, con el objetivo de medir el clima organizacional, y así determinar si esta variable es un factor correlacional para la satisfacción del cliente, ante esto se definió una muestra de 261 clientes y 57 empleados, quienes con su apoyo permitió concluir la investigación para la comprobación de las hipótesis planteada, la cual es que, el impacto en la satisfacción laboral puede ser tanto positivo como negativo ya que cuando los empleados no están satisfechos con su trabajo, generan un ambiente negativo, toxico y esto perjudica a la organización en todos sus procesos, la cual se demostró que en efecto existe una correlación entre el clima organizacional y la satisfacción del cliente, ya que el empleado suele sentirse valorado por la empresa y se vera reflejado de manera directa en el trato del cliente, lo que conlleva a una satisfacción laboral.

Clima Organizacional, Satisfacción del cliente, Coppel, Factores, Correlación

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Introducción

According to Chiavenato (2011), the organizational climate can be defined as the qualities or properties of the work environment that are perceived or experienced by the members of the organization and that also have a direct influence on employee behaviors. There are several aspects that affect the climate such as the size of the company, the management style (hierarchy), the social environment that is integrated by aspects such as companionship, communication and conflicts between people or departments, there are also the personal characteristics that are the skills, attitudes and motivations that people have to do their tasks, then we can say that organizational behavior is merely related to the climate of the organization and has to do with productivity, absenteeism, turnover, job satisfaction, and the level of stress.

In an authoritarian organizational climate, the responsibility resides in the authority, and nobody participates or initiates an action except when imposed by the leader, when there is a warm, democratic climate, people are more productive, live satisfied and less frustrated, there is companionship, cordiality, cooperation, more individual thinking, creative faculty, and better motivation.

In the following sections we present sequentially the development of the research entitled "The importance of the Organizational Climate as a factor in customer satisfaction: Case Study Coppel Villa Guerrero", giving rise to the general and specific objectives considered for research topic, as well as the problem statement that encompasses the issue to be clarified, the literature review is also exposed, where the main concepts and theories that support the research are addressed, as well as the methodology used for the development of the work and testing of the hypothesis, as well as the results obtained from the study and finally general conclusions of the applied research.

Desarrollo

Organizational Behavior

Currently, organizational climate is a very interesting topic for multiple professionals and areas, which is why it is so important to study it, in which subject-organization and subject-subject interactions prevail.

Several authors contribute their point of view on organizational behavior. Cornell (1950), for his part, defines climate as the set of perceptions of the people who make up the organization. For example, Guillén and Guil (1999), define it as: "the perception of a group of people who are part of an organization and establish various interactions in a work context".

Jewell (1985), thinks that "Organizational behavior is a specialty of management. It is not difficult to define conceptually the difference between industrial and organizational psychology, as a subject of study, and organizational behavior. (Vega, Arévalo, Sandoval, Aguilar, & Giraldo, 2006)

Characteristics of organizational climate

Brunet (2011) presents the characteristics of the concept of climate. The organizational climate constitutes a configuration of the characteristics of an organization, just as the personal characteristics of an individual can build his personality. It is obvious that the organizational climate influences the behavior of an individual in his work, just as the atmospheric climate can play a certain role in the way he behaves. Organizational climate is a multidimensional component of elements just like atmospheric climate. Climate within an organization can also be broken down in terms of organizational structures, size of the organization, modes of communication, leadership style of management, among others.

Satisfaction

The concept of satisfaction refers to the affective state of pleasure that a person experiences about his or her work reality. It represents the emotional component of perception and has cognitive and behavioral components. Satisfaction or dissatisfaction arises from the comparison or judgment between what a person desires and what he/she can obtain. The consequence of this evaluation generates a positive feeling or satisfaction, or a negative feeling or dissatisfaction depending on whether the employee finds in his job conditions that he desires (or absence of undesired realities) or discrepancies between what he obtains and what he desires. In short, the degree of satisfaction is affected by the Organizational Climate".

Brunet (2011) in his book "El Clima de Trabajo en las Organizaciones" argues that the organizational climate has a direct effect on the satisfaction and performance of individuals at work.

Since it depends on how the individual perceives the climate in the workplace, his satisfaction will be lower or higher according to the satisfied needs he has achieved, his work performance will be equally affected positively or negatively.

Motivation

Zuluaga, M. (2001) Motivation has cognitive, affective, and behavioral components. Preferences, persistence and determination or vigor are evidence of a person's internal motivational processes that translate into responsibility, compliance, dedication, effort, and personal productivity in the performance of work activities. Chiavenato is explicit on this point, considering that "the concept of motivation -individual level- leads to that of organizational climate -organizational level-".

Leadership

According to Lourdes Münch (2011) leadership is the ability to inspire and guide subordinates towards the achievement of objectives and a vision. It is of no use for an organization to have a large amount of material and technological resources if the managers do not have the ability to coordinate and guide the efforts of the staff to obtain maximum quality and productivity in achieving the objectives. (p.33)

Theories of leadership

Münch (2011), mentions that the importance of leadership is such that throughout history different studies have been carried out with the purpose of knowing the leader profile and leadership styles. There are multiple theories about leadership approaches. The main theories in this regard are the following.

Classical Theory (1950-1960) Blake and Mouton. Managerial Grid

One of the most important studies about leadership styles was done by Robert Blake and James Mouton, who created the theory of the Managerial Grid or Administrative Maya.

After several years of research, these authors concluded that there are up to 81 leadership styles, but basically, they highlight 5 management styles, from whose combinations all the others originate. Blake and Mouton present the leadership styles in a graph in which the horizontal axis constitutes the interest towards production and the vertical axis represents the interest towards people.

Organizational Culture

The terms organizational climate and organizational culture have figured prominently in the organizational literature. However, the fact that they have been studied from different disciplinary traditions such as Social Psychology, Sociology or Anthropology, has led to many discussions about their definition and content. Added to this is the confusion that the terms climate and culture are often used interchangeably and equivocally in the organizational literature. Therefore, this chapter aims to contribute to systematize and clarify the existing literature on culture, allowing to elucidate the terminological and conceptual confusion between the two concepts. Likewise, the main differences and similarities between organizational climate and organizational culture will be discussed.

Theory underpinning Likert's organizational climate

Brunet (2011), Rensis Likert is a researcher known worldwide for his work in organizational psychology, especially for the development of questionnaires and his research on administrative processes.

Methodology to be developed

In this research, it was decided to work with the Quantitative Methodology since it allows us to examine the data numerically, especially in the field of Statistics.

In addition, descriptive research was used because it is used to describe the characteristics of a population or phenomenon under study, to provide information about what, how, when and where, related to the research problem and as an instrument it will allow us to obtain the necessary information according to the organizational climate as a consequence of customer satisfaction.

Documentary research was also used, which is the one that seeks to obtain, select, compile, organize, interpret and analyze information on an object of study from documentary sources, such as books, archival documents, hemerography, audiovisual records, trying to describe the object of study in detail, on which our topic can be based and finally we chose to use correlational research that aims to measure the degree of relationship that exists between two or more concepts or variables, in a particular context. Sometimes only the relationship between two variables is highlighted, but frequently relationships between three variables are in the study.

The research design used for the investigation is the non-experimental design because it is carried out without deliberately manipulating variables. This type of research was determined because it is flexible and is based on contexts or events that have already taken place without the need for intervention by the researcher and allow us to be objective to carry out our research, the operationalization matrix of the variables.

The municipality of Villa Guerrero as a population, for our study variables we could not take it into account as such, since there are several regions of the municipality and according to our variables which are organizational climate and customer satisfaction, the Coppel department store of Villa Guerrero was considered important for the development of the research, so a sample size of 278 was obtained.

The techniques considered for data collection, was the use of a survey/questionnaire, the formulations of the questions will be closed or structured, dichotomous, and multiple choice to obtain accurate and statistical data, a quantitative measurement on our research topic, it is also intended to use a documentary analysis to obtain data and / or statistics of organizational climate in companies that will be relevant data for our research.

The data analysis techniques used are bivariate analysis as it involves the analysis of two variables in this case those of our research topic which are organizational climate and customer satisfaction denoted in this analysis as X, Y, to determine the empirical relationship between them.

The type of statistical analysis we are going to perform is Descriptive since it is constituted by a set of techniques with the objective of classifying, presenting, describing, summarizing, and analyzing the data related to one or more characteristics of the individuals of a population, which in this case is Coppel from the information on each one of them. To cover these objectives, tables, graphs, and statistical summaries were used, through QUESTION PRO which is an online tool used to collect and analyze information to learn, for example, about people's choices, opinions, and experiences. companies quickly create online surveys and share them with a specific group of users to then make business decisions based on the response collected.

Results

Descriptive statistical analysis

In the development of the research conducted on the organizational climate in the company Coppel Villa Guerrero, was applied to 57 employees, who were asked to answer honestly as follows:

47% of the workers are extremely satisfied collaborating in COPPEL Villa Guerrero, as well as 30% somewhat satisfied and only 4% extremely dissatisfied, it is observed that 70.18% consider that the conditions in which they work are good, since both the company and their work space are comfortable in various factors, while 22.81% think that most of them are satisfied. 81% think that most of the time they feel happy working according to the working conditions.

Finally, 7.02% of the total respondents mentioned that the physical conditions are not adequate to perform their duties assigned by Coppel in the best way. Regarding the work experience, 40.35% strongly agree that it is satisfactory and rewarding, while 50.88% of the respondents only agree, 7.02% are neutral in their opinion and finally 1.75% slightly disagree with their job performance in the position they hold at Coppel.

42.11% agree that they receive the right amount of recognition, while 7.02% disagree, 29.82% are neutral and finally those who strongly agree represent 15.79%.

The benefits granted by the company to its employees are under the standards that derive from their needs, which gives to understand that the company is very flexible in this aspect, that is why 43.86% represent those people who strongly agree, 36.84% agree, while 17.54% are defined in a neutral standard and only 1.75% of 100% consider that the benefits are discrepant, that is, that they are very little in agreement with the benefits.

Correlation

Employee questionnaires

The time employees have been working is merely in a negative relationship with the compensation expected by them ($r = -.068$) and a positive relationship with the professional promotion offered by Coppel Villa Guerrero ($r = .090$), in this case it is observed that there is a dependence of variables; depending on the time they have been working, professional promotions will be given.

There is a direct relationship between employee satisfaction at Coppel V.G. and the length of time employees have been working at the company ($r = -.048$).

According to the optimal physical conditions offered by Coppel Villa Guerrero, we observed that there is a perfect negative correlation with the comfort that employees must consult their boss about any problem ($r = -.079$).

Work experience is positively correlated ($r = .062$) with how long they have been working at Coppel.

In question 5 regarding the amount employees receive and recognition, there is a positive correlation ($r = .094$) in terms of employees feeling challenged in their position.

Communication in each employee's department is rejected as there is no direct positive or negative relationship with respect to this hypothesis.

The challenge that the employees face with other positions has a positive correlation with the way in which they receive the amount or payment and the recognition given by the boss ($r = .094$) as well as with the way they are treated ($r = .090$) and the way in which the boss is a good mentor ($r = .093$) and a negative relationship with the programs or benefits that the company offers and that meet the needs of the employees.

Career advancement has a positive relationship with the length of time employees have worked at Coppel ($r = .090$) and a negative relationship with the optimal physical conditions of the company ($r = -.022$).

The way employees are treated in the company has a positive relationship with how challenged they feel in their position ($r = .090$) and a negative relationship with how long they have been working at Coppel ($r = .032$).

The comfort of consulting the immediate boss about problems has a negative relationship with Coppel's optimal physical conditions ($r = -.079$) and a positive relationship with feeling challenged in their current position ($r = .030$).

In question 11, there is a positive relationship, since the fact that the boss is a good mentor has a dependence on the way the employee feels in the position ($r = .093$).

Good compensation for the work they do, and the recognition given to employees is negatively related to optimal (environmental) conditions ($r = -.030$) and positively related to the fact that employees feel challenged in the position each employee holds ($r = .042$).

The compensation employees receive when they go above and beyond what they expect is directly related to the length of time they have worked at Coppel V.G. ($r = -.068$).

The benefits program offered by Coppel is negatively related to how long they have worked at Coppel ($r = -.019$) and how challenged employees feel at Coppel based on their position ($r = .093$).

Customer questionnaire

The collection and interpretation is to acquire useful and usable information, the results presented allow the comparison and contrast of data (question-answer), as well as to identify outliers.

It can be observed that there is a statistically moderate relationship between gender and the way it is attended by Coppel employees ($r = -0.202$, $p < 0.001$) and reflects a positive relationship, so the null hypothesis is accepted.

In addition, a statistically moderate relationship can be noted between question two and question one that refer to the cost-benefit of the products ($r = 0.23$, $p = 0$).

On the other hand, a statistically moderate relationship ($r = 0.296$, $p = 0$) can be shown with respect to the quality of customer service and the satisfaction or comfort felt by the customer when visiting Coppel department stores.

There is a very moderate correlation ($r = 0.403$, $p = 0$) between whether the customer would recommend the company and whether it is useful for the use of the products that Coppel offers, accepting the null hypothesis.

Likewise, a strong moderate relationship ($r = 0.481$, $p = 0$) was obtained according to the relationship between the possible recommendation of the company by the customer and the enthusiasm with which the employees attend to the customer.

Finally, there was a close relationship ($r = 0.301$, $p = 0$) between the rating that the customers gave to the company with respect to the attention that the employees give to the customer, concluding with the acceptance of the null hypothesis.

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Conclusions

Once the results obtained in this research have been analyzed, it can be deduced that based on the information presented above, it is possible to answer the question that gave rise to this research on organizational climate.

In this way it has been investigated that the OC in Coppel Villa Guerrero reaching the conclusion that the work environment that is experienced is good, since the employees are in an environment of autonomy, teamwork, support, communication, equity, innovation, wages and salaries, promotion and career, training in addition to the dimensions such as recognition, motivation, pressure, vision, so they have a perception very much in agreement with what they live day by day in the company. It is important that nowadays companies, businesses etc., It is important that today companies, businesses, etc., face in the market with different types of customers and each one of them is under their own criteria and therefore people or companies must find the way how they have to sell to that type of people, that is to say, how to reach their market so varied, with the analyzed regarding the surveys based on the results that were obtained it is deduced that people's purchases vary depending on many factors such as; the place where they live, the economic income, the culture of the town or the locality as well as psychological and motivational factors.

Similarly, according to the factor that is organizational climate, it was observed that the purchases made by customers are closely related to the behavior of who is selling with the emotional state with which the customer is in this store influence much of the facilities and options that have customers to a particular product offered.

The results of the surveys and the studies conducted tell us that a large percentage are happy with the way they were treated, but other individuals mentioned the opposite, which is why being inside the store was uncomfortable, they said.

From the motivation, we conclude the following:

- There is a prevailing sense of pride of belonging in the Coppel department store on the part of the employees.
- There is freedom of action for the performance of their work.
- There is recognition for the good performance of the staff.
- The authorities encourage employee initiative
- Working conditions are not good and there is no concern to improve them.

Regarding participation, we conclude the following:

- There is neither participation among the different departments for the achievement of objectives, nor a good team spirit.
- There is no flow of information because it is concentrated in a few groups, limiting the development of common goals.
- There is no posture or attitude that commits to change on the part of the operative personnel, nor of the superior.

About leadership, the following is concluded:

- That there is clarity in the distribution of functions, knowledge of the goals of the work areas, in addition to the fact that there is knowledge of the reason for the work performed by the collaborators.
- That there is information on new techniques or tools implemented to improve the work; effort to fulfill the obligations; concern for offering ideas to improve the quality of work.
- The personnel consider that the authorities do contribute to their personal and professional fulfillment.
- The staff believes that the authorities reward their work activities.
- That promotions or training opportunities are diverse.
- There is participation between the different departments to achieve objectives.

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