

Labor Climate Management and their Incidence in the Organizational Performance- A Case Study

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Abstract

Organizational Climate is one of the factors with major relevance for the personal and professional development of the collaborators; for this reasons it has been a very important field form any researcher. This study focuses on analyzing how to develop the process or activities related to climate management in an EPS located in Cartagena de India's City. **Objective:** To analyze from different variables related to the climate management, how is this development and how is this perceived by their collaborators. **Method/Statistical Analysis:** The character of the research is quantitative-descriptive; the variables which will be studied are: structure, responsibility, reward, relations, cooperation, and identity. The population considered is 20 workers from an EPS of the Cartagena City. The sampling is for convenience, taking into account the 75% of the population. **Findings:** The motivation turned out to be the factor with the major incidence in climate management in the EPS studied. And considering this health care entity is concerned about this factor, the motivation, it was observed that there is stability and unity in the organization. **Applications/Improvements:** It is very important for top management the constant evaluation of the variables which affect the level of productivity; it is clear for the management to establish a balance between the climate and productivity if they want to get the goals.

Keywords: Climate Management, Motivation, EPS

1. Introduction

To study the organizational climate demands to observe the organization in holistic form, from structural aspects (leadership style, size and form of the organization), through the organization behavior (level of production, absenteeism, rotation and labor satisfaction), until the own characteristics of the individuals who constitute it; This leads us to understand that the organizational climate investigations handle a wide spectrum of factors of study and therefore tends to be complex, as well as extensive.

This research focuses its efforts on the analysis of the organizational climate in an EPS of the Cartagena City. Which considers broad populations which cover

strata¹⁻³? For the implementation of the research 75% of the workers were taken; this sample responds to the ease of access to them and the desire of them to cooperate in the Development of the investigation. The sample answered a different questions related to variables, structures, responsibility, recompense, relation, cooperation, and identity. Also, from their perception facilitated the attainment of relevant data, which facilitated the conclusion of the state of the organizational climate in the EPS.

2. Methodological Design

The research is quantitative-descriptive; the aim is to determine the employees' perception of the variables that influence the organizational climate of the EPS where they work.

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The population of the EPS is confirmed by twenty (20) people who work in the customer service and trade areas. The sample is confirmed by fifteen (15) employees who were selected because we have access to them easily. Which represent 75% of the population of the organization?

The instrument used was a survey compound by 18 questions structured in several parts which are working conditions, work benefits, administrative policies, social relations, personal development and performance of tasks of the organizational climate. The processing of the data collected through the survey is done through SPSS.

It should be noted that the research is based on the case study technique, as it is the most appropriate instrument to study the phenomenon of real life and its characteristics.

3. Theoretical Framework

Many are the existing definitions of the organizational climate; some authors define it as the environment where productive activities take place. In order to clarify concepts related to the organizational climate some authors will be cited:

The organizational climate is a fundamental factor in the productivity, growth, and development of organizations².

In³ states that organizational climate, is an environment presented in a company and this is the result from a variables' series objective and subjective which generate a diversity of attitudes, behaviors, and reactions in the personnel that belong to it, and that can range from complete identification to frustration and sabotage for the development of the organization.

In⁴ affirm that organizational climate it is a combination of attributes that are perceived by organizations and their systems, and that can be induced by the way in which the organization behaves with its members and with its environment.

From other perspective, in⁵ organizational climate is considered a fundamental element for the development of the organizations, and their serious and deep study, evaluation, and improvement, directly influence what is considered the spirit of the organization.

In the same way, Cárdenas y Arciniegas⁶ conclude that organizational climate influences the organizational and psychologist processes and have an impact on the levels of productivity, labor satisfaction and welfare of the collaborators.

Some authors have focused on identifying the variables which affect the organizational climate⁷ indicates that the behaviors, the structure of the organization and organizational processes are the main variables to consider when studying the organizational climate and that these variables at the same time, are divided into other sub variables or components that interact with each other and that determine some results.

On the other hand, In⁸ proposes five variables which belong to the organizational climate.

- Variables of the physical environment: related to the physical space, noise conditions, heat, pollution, facilities.
- Structural variables: related to the size of the organization, formal structure, leadership style.
- Variables of the social environment: related to companionship and communications.
- Personal variables: related to aptitudes, attitudes, motivations and expectations.
- Variables of organizational behavior: related to productivity, absenteeism, rotation and job satisfaction.

4. Analysis of Variables

4.1 Structural Variables

This set of variables forms the basis of the organization, because these define the hierarchy, the distribution of the positions, the direction that the organization follows the strategic objectives pursued, in addition to the type of leadership and the means or channels through which communication is established with each of the collaborators. In essence, the structural variables allow all groups of interest to acquire a clearer vision of the organization and what it is pursuing.

The knowledge that the collaborators possess about the organization is a critical factor, so that the effort is directed in the direction that the management has established and as a consequence of it the proposed objectives are reached or not. To approach this variable, the following statement was formulated.

The result (87% of the staff is very agreed and 13% are agreed) of evaluating variables, It allows observing that the personnel has a solid vision of the direction in which the efforts are managed, which guarantees the achievement

of the objectives established by the management as shown in Figure 1.

Keeping the collaborators updated about the decision taken by the management, guarantee that the efforts

done are directed to the expected way; therefore, it is very important that the proper implementation of the communication channels to avoid the confusion in the orders and instructions transmission.

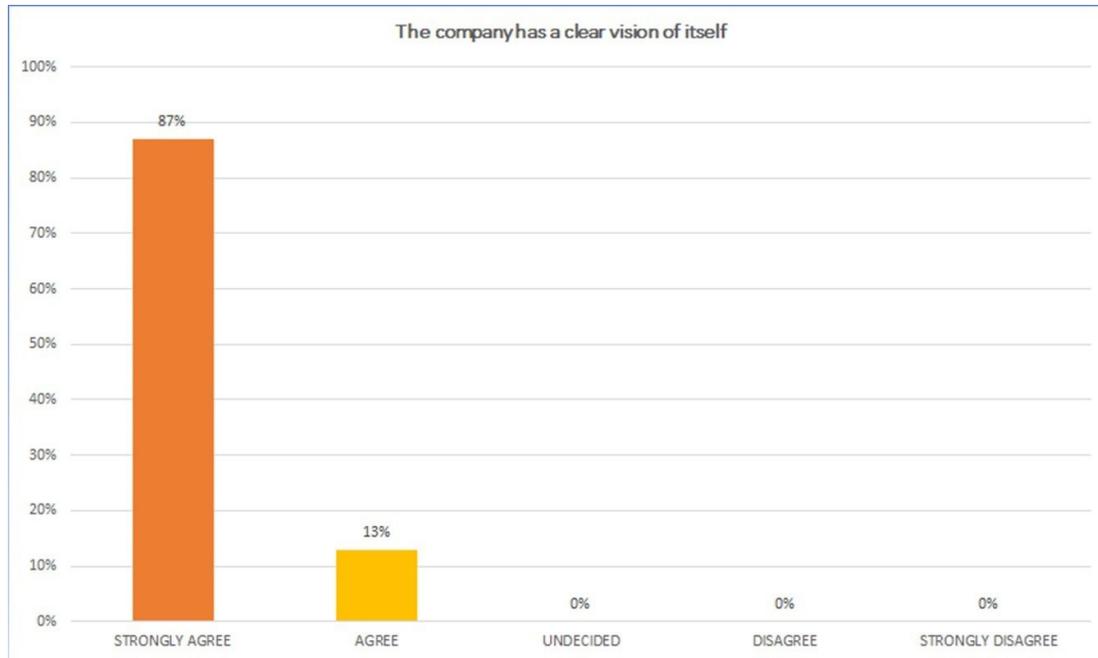


Figure 1. The company has a clear vision of itself.

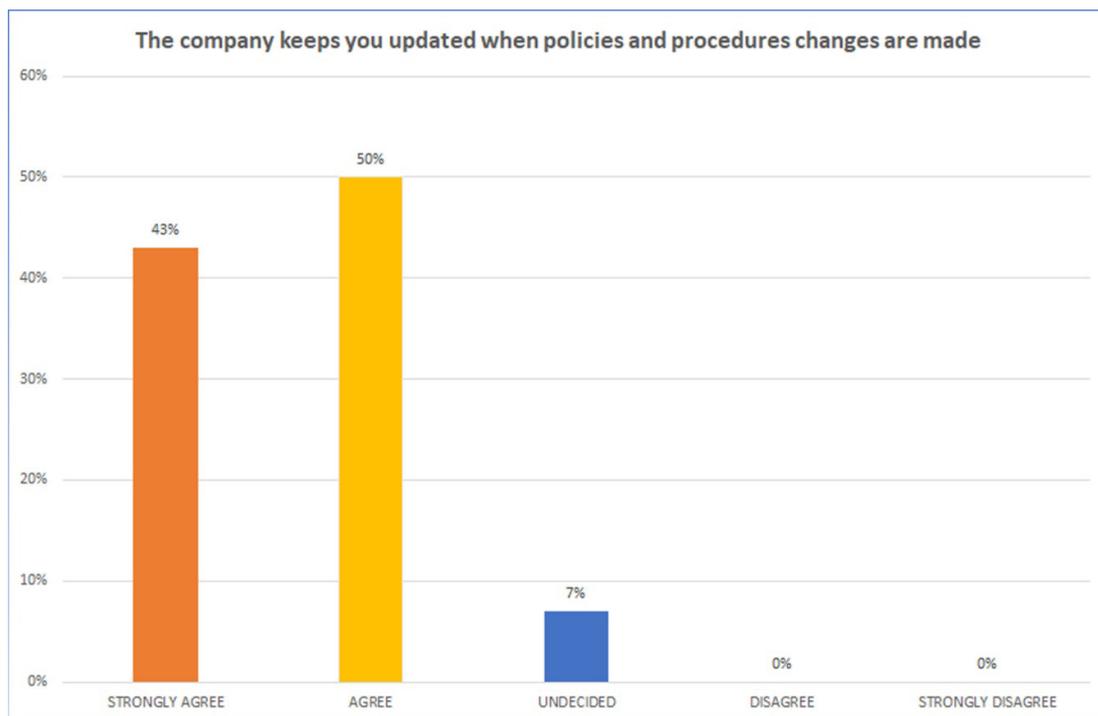


Figure 2. The company keeps you updated when policies and procedures changes are made.

According to the observation in the (Figure 2), there is a small percentage (7%) of the collaborators who consider that administrators do not use communication channels property, in order to get information related to the changes proposed by the high management; which we consider a latent weakness, and which can affect the productivity of the EPS.

4.2 Organizational Behavior Variables

Keeping employees motivated is to give a great importance to human capital; this is a task that the management performs through organizational behavior⁹, and the importance of motivation is that this directly affects the productivity; a demotivated staff is less productive.

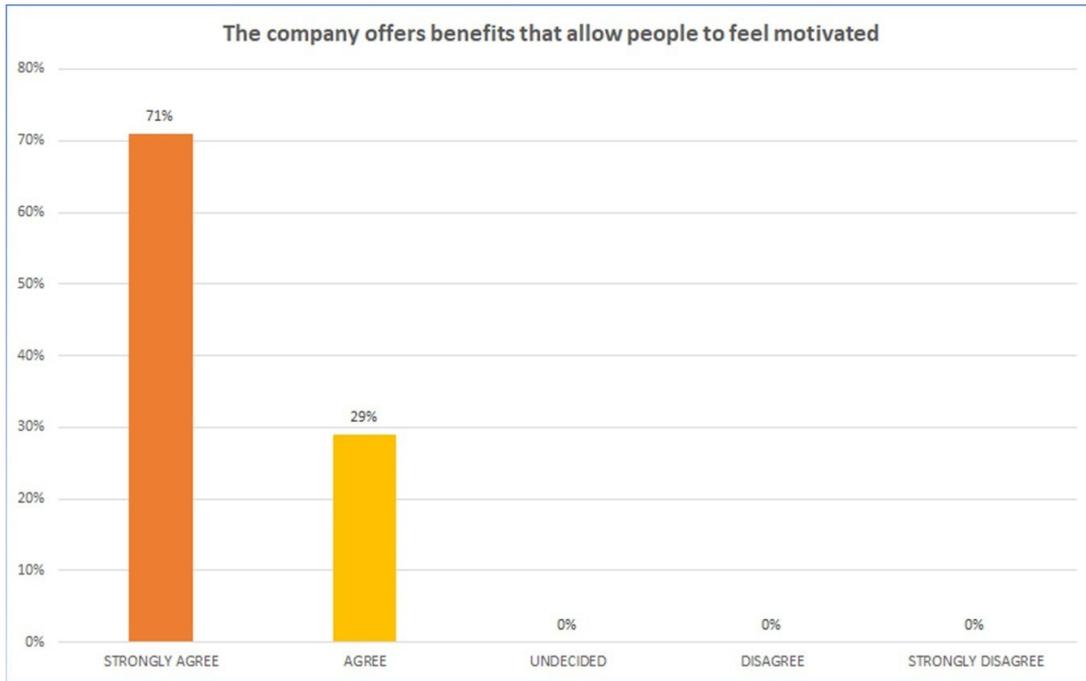


Figure 3. The company offers benefits that allow people to feel motivated.

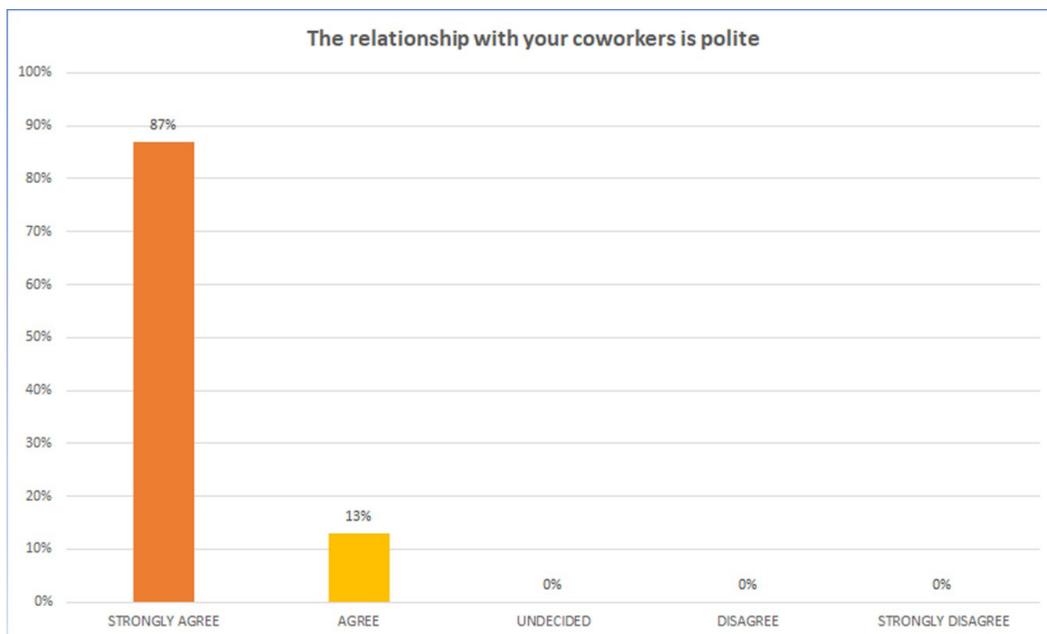


Figure 4. The relationship with your coworkers is polite.

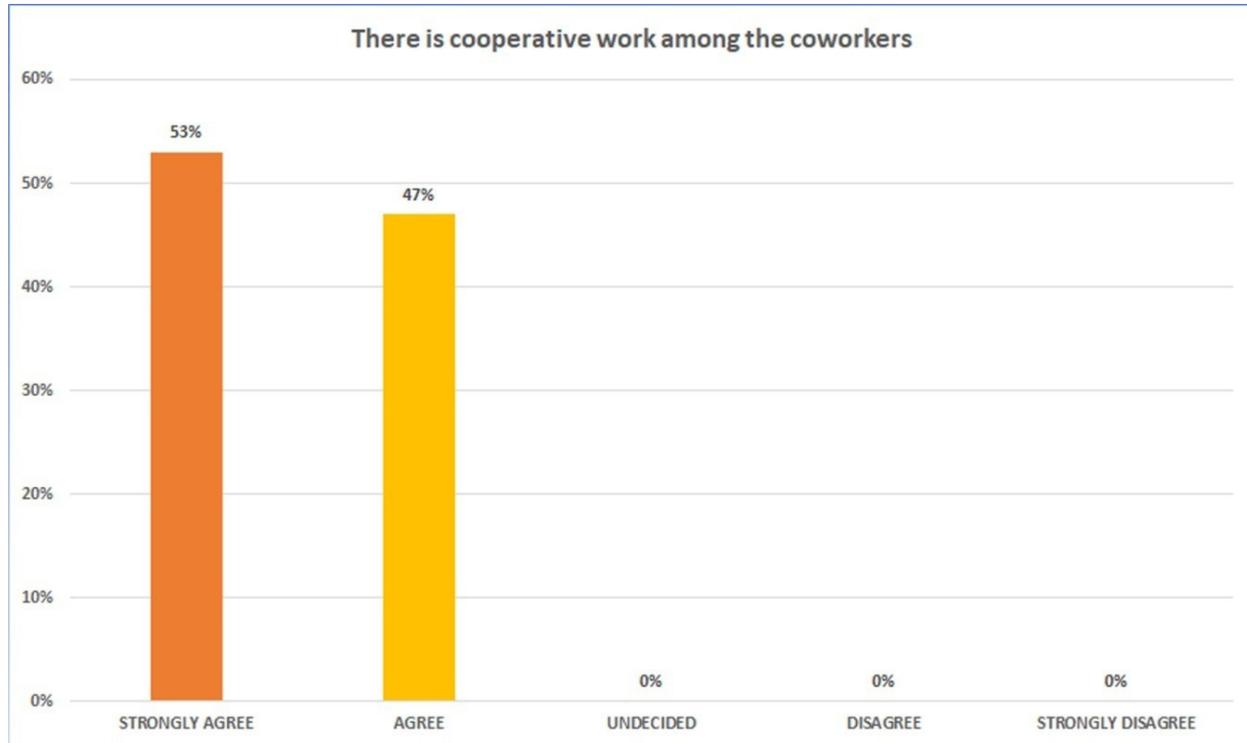


Figure 5. There is cooperative work among the coworkers.

The type of leadership applied is a tool that facilitates or hinders the motivation of the personnel¹⁰.

It can be concluded that the company is concerned about keeping its employees motivated; 71% was strongly agreed and 29% agreed. Which is a very positive aspect for the achievement of the objectives is shown in Figure 3.

4.3 Variables of the Social Environment

One of the factors that affect the performance of the collaborators and the personal-professional development are the ones related. The factors of cooperation and a good communication help to keep to all collaborators synchronized and with an excellent psychological state. The cordial relationship affects the emotional and motivational state.

The studied EPS keeps abreast of the existing relationship between each of its productive elements as shown in Figure 4, which is evident in the responses expressed by the sample that was studied, thus obtaining 87% of employees who agree that the relations are cordial.

Clearly, the shows in Figure 5 that there is a good environment for cooperation, which added to the polite relationship shows that the EPS is very well with respect to the variables of the social environment.

5. Conclusions

Based on the results obtained in the survey made to the employees of the EPS studied, it was observed that the people who work in this organization feel satisfied with the work and the position they perform; they response to the acknowledgments they receive from the organization.

The communication is taken as one of the generating factors to the positive change in the organization; with this a good performance is achieved. In addition, each of the individuals is clear about where the organization is going and what are the goals proposed by management

For the EPS it is very important that exists an enjoyable communication within the work team so that there is effectiveness and organizational objectives are achieved.

In the analysis, a strong leadership was found by the manager, which becomes a source of encouragement to comply with each of the decisions that high management establishes. This leadership goes hand on hand with the motivation, since the person in charge of carrying out the decisions of the area, has the duty to motivate employees to obtain good results.

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