

## Chapter 25

# The Relationship Between the Dimensions of the Organizational Climate in SMEs of the Region Laja–Bajío, Mexico

Alejandro Saldaña Saldaña  
*Universidad de Celaya, Mexico*

Christian Paulina Mendoza Torres  
*Universidad de Celaya, Mexico*

### ABSTRACT

*This chapter establishes the degree of association of the dimensions that integrate the concept of organizational climate in the Laja-Bajío's companies in Mexico. It was also possible to integrate an explanatory model. This study included participation of 270 workers from various companies in the region. It was found that the dimensions that integrate the organizational climate are significantly related to each other. In addition, some relationships have a perfect correlation and it was between autonomy and general satisfaction, so it can be considered that they tie in the same measurement. Another important result was that the rewards dimension is the one that shows the lower relations with the rest of the dimensions. One aspect of great importance was the validation of the molar concept of the organizational climate, which considers that all the dimensions that allow determining the perception of the climate in the workers are united in an integral dimension explaining the relationship between them.*

## INTRODUCTION

The work climate has been defined and understood in many different ways; where each author determines the origin of the same, as well as the situations and the dimensions that establish it.

This can be defined from different positions such as a mediating variable between the social and organic realities of the company and individual behavior (Toro, 2009, Calderón, Álvarez & Naranjo, 2006) but also as a set of specific attributes that reflect the way that relations between the organization, its members and the environment are established.

The dynamic and changing environment that companies face today, forces us to seek optimal conditions for the performance of workers, we know that the workforce is the essence of the company that is reflected in the work environment in which they develop the skills and it will influence the productivity of the company for achieving stability for better long-term performance.

The competitiveness of small and medium enterprises in the Laja-Bajío region has increased in recent years, due to the requirements of the multiple transnational companies that have established themselves in the surroundings. Derived from this competitiveness, the worker has generated a greater commitment to the company, which can be assessed by knowing the relationship between the different variables that measure the perception of people in their workplace to create the conditions that allow maintaining good relationship labor. In this regard, the Trade Union Institute for Work, Environment, and Health (2018) explains that a good organizational climate occurs in a relevant work environment, with fair conditions, where workers can learn and strengthen their skills through decent and safe activities. In this sense, the research by Gómez, Balderas and Rangel (2016) determines that the attitude and commitment of the worker are determined by the labor climate of the company, moreover, in the case of small and medium-sized enterprises, where aspects such as working conditions, social relations, the performance of tasks, intrinsic policies, work development and relations with their authorities have an immediate impact, due to the number of employees who are involved in the workplace dynamics.

Therefore, this chapter aims to:

- Determine the degree of association of the dimensions that make up the concept of organizational climate in SMEs in the Laja-Bajío region of central Mexico; as well as integrating an explanatory model of it derived from the analysis carried out in companies in the region.

The research questions will be:

- What is the degree of association of the dimensions that the concept of organizational climate in the SMEs of the Laja-Bajío region?
- Do the dimensions of the organizational climate have a degree of association?
- What are the dimensions that are associated with the greatest degree?

The explanatory model has the purpose of giving feedback to the companies on the degree of association of the dimensions that measure the organizational climate, with the purpose of developing recommendations and strategies to introduce some planned changes that allow them to improve their climate and therefore be more competitive in the environment.

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