

ISSN 2444-4960

Volume 9, Issue 24 – July – December - 2023

# Journal of Business Development Strategies

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**Strategies**, Volume 9, Issue 24, July – December 2023, is a journal edited sixmonthly by ECORFAN. 38 Matacerquillas street, Postcode: 28411. Moralzarzal –Madrid WEB: [www.ecorfan.org/spain](http://www.ecorfan.org/spain), [journal@ecorfan.org](mailto:journal@ecorfan.org). Editor in Chief: CHIATCHOUA, Cesaire. PhD. ISSN On line: 2444-4960. Responsible for the latest update of this number ECORFAN Computer Unit. ESCAMILLA-BOUCHÁN, Imelda. PhD, LUNA-SOTO, Vladimir. PhD, 38 Matacerquillas street, Postcode: 28411. Moralzarzal – Madrid, last updated December 31, 2023.

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# **Journal of Business Development Strategies**

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The works must be unpublished and refer to topics of economics of research and experimental, development technology, economics consumer, behavior history of economic, thought economical, methodology resource, planning budget and, development planning and other topics related to Social Sciences.

## **Presentation of Content**

In the first article we present, *Organizational diagnosis of an Industrial outsourcing company located in the State of Veracruz, Mexico* by BALDERRABANO-BRIONES, Jazmín, RODRÍGUEZ-AGUSTÍN, Griselda, UTRERA-VELEZ, Youssef and ACOSTA-CADENAS, Montserrat, with ascription in the Tecnológico Nacional de México Campus Úrsulo Galván, as next article we present, *Leadership as a factor of subsistence of MSMEs in Tenosique, Tabasco* by CORTÉS-SEDASSY, Jesús Ramón, JAVIER-BAEZA, Alberto Enrico, PLATA-DOMÍNGUEZ, Cristel Del Carmen and ORTÍZ-HERNÁNDEZ, Mateo, with ascription in the Universidad Juárez Autónoma de Tabasco and Universidad Autónoma de Guadalajara, Campus Tabasco, as next article we present, *Organizational climate and its effects on job satisfaction: A case study* by COLLADO-RODRÍGUEZ, Neiro, PLATAS-DOMÍNGUEZ, Cristel Del Carmen, DÍAZ-LÓPEZ, Luis Otilio and HERNÁNDEZ-TRIANO, Leonardo, with ascription in the Universidad Autónoma de Guadalajara Campus Tabasco and Universidad Juárez Autónoma de Tabasco, as the last article we present, *Strategic planning for a food preparation Company* by MAR-OROZCO, Carlos Eusebio, BARBOSA-MORENO, Alfonso, BARBOSA-MORENO, Gabriela and OROZCO-CUERVO, Ulises de Jesús, with ascription in the Tecnológico Nacional de México, Instituto Tecnológico de Ciudad Madero.

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## Organizational diagnosis of an Industrial outsourcing company located in the State of Veracruz, Mexico

### Diagnóstico organizacional de una empresa de externalización Industrial ubicada en el Estado de Veracruz, México

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DOI: 10.35429/JBDS.2023.24.9.1.4

Received September 03, 2023; Accepted December 20, 2023

#### Abstract

Today's business world seeks to improve processes and renew business plans to guarantee profitability over time and permanence in the market. Strategic planning processes make all important decisions, which requires a systematic vision of the company and its environment to increase competitiveness and productivity. In this sense, organizational diagnosis is a specialized study that every organization requires. It is mainly responsible for evaluating the current strategic situation of the company, its weaknesses reflected in its problems, as well as its possibilities and scope, including its growth. The objective of the research is to carry out a theoretical tour of the organizational diagnosis, its components and how they are developed, which must be systematically prepared and that, by addressing all its factors, becomes a fundamental strategy for achieving business purposes, avoiding improvisations and ensuring the profitability, positioning and competitiveness of the company.

**Organizational diagnosis, Internal factors, External factors**

#### Resumen

El mundo empresarial actual busca mejorar los procesos y renovar los planes de negocios para garantizar la rentabilidad en el plazo y la permanencia en el mercado. Los procesos de planeación estratégica toman todas las decisiones importantes, lo que requiere una visión sistemática de la empresa y su entorno para aumentar la competitividad y la productividad. En este sentido, el diagnóstico organizacional es un estudio especializado que requiere toda organización. Se encarga principalmente de evaluar la situación estratégica actual de la empresa, sus debilidades reflejadas en sus problemas, así como sus posibilidades y alcance, incluido su crecimiento. El objetivo de la investigación es realizar un recorrido teórico por el diagnóstico organizacional, sus componentes y cómo se desarrollan, el cual debe ser elaborado sistemáticamente y que, abordando todos sus factores, se convierte en una estrategia fundamental para el logro de los propósitos empresariales, evitando improvisaciones y asegurando la rentabilidad, posicionamiento y competitividad de la empresa.

**Diagnóstico organizacional, Factores internos, Factores externos**

**Citation:** BALDERRABANO-BRIONES, Jazmín, RODRÍGUEZ-AGUSTÍN, Griselda, UTRERA-VELEZ, Youssef and ACOSTA-CADENAS, Montserrat. Organizational diagnosis of an Industrial outsourcing company located in the State of Veracruz, Mexico. Journal of Business Development Strategies. 2023, 9-24: 1-4

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**Introduction**

In a competitive market, MSMEs must find additional value to stay ahead. This is why the organisation must take this into account in order to satisfy customer needs.

Service companies such as the one selected in this research face great challenges, since the consumption of the services they offer is simultaneous and depends largely on their coordination, work climate and their organisational structure to fight against the delivery time of the work they perform.

Observing the situation of the company LP INDUSTRIAL, the present investigation finds distortion between the different parts of internal and external processes that integrate it, having a deteriorated organisational climate and sometimes an insufficient communication process.

The evaluation instrument (Questionnaire) applied was answered by the manager of the company and an administrative assistant. The company LP Industrial is a small outsourcing company that offers industrial maintenance services specialising in welding, mechanical maintenance, masonry, plumbing, cleaning, painting and other services.

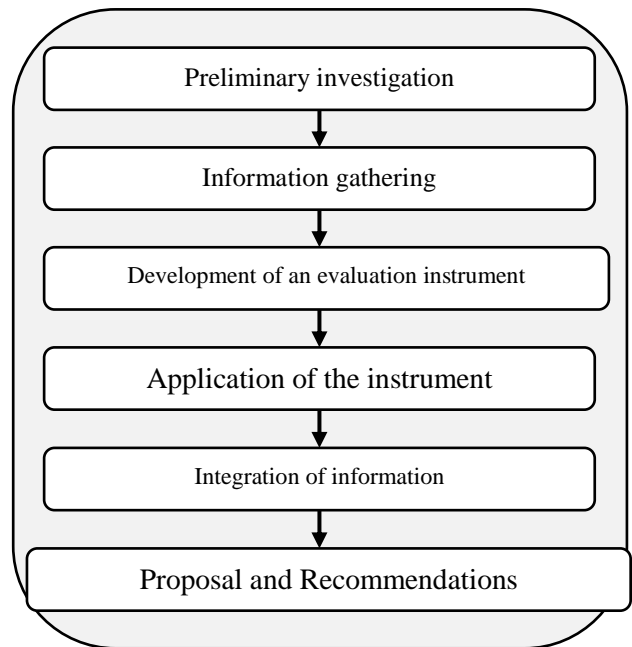
The objective is to diagnose and provide information to the MSMEs to obtain a complete and objective vision of their company and the market, in order to initiate a process of business restructuring and professionalisation of management that will allow them to increase their competitiveness and grow in the local or regional market and eventually in the national market.

The results showed that there is a deterioration in the organisational climate due to the lack of organisation and hierarchical control for the division of labour and the recruitment process.

**Methodology**

The methodology for the research is graphically represented in figure 1, where the different phases that were followed are listed:

1. Preliminary research
2. Information gathering
3. Development of evaluation instruments
4. Instrument application
5. Integration of information
6. Proposal and Recommendations



**Figure 1** Methodology for the research

Note: The image indicates the methodology used in the research

**Instrument to be used**

The purpose of the questionnaire used for this research is to obtain information on the activities and functions of each area of the MSME, and at the same time to be useful as a self-diagnosis, focusing on the participation of intellectual capital (collaborators). The questionnaire consists of 30 items, with open questions, multiple choice and Likert scale, to obtain information about the company, and derived from the research carried out, a SWOT analysis proposal is generated.



**Figure 2** SWOT Analysis Proposal

Note: The figure represents the information obtained by the assessment instrument

Results

The MSME is projected as an Outsourcing in the area of industrial maintenance, which wants to carry out the approach and execution in the search for a deep analysis and solution of the amount of problems that the industry faces every day. For this it has tools, machinery and equipment that together with a trained staff will manage to solve them and become a means in which customers can rely on the complete resolution.

Derived from the results obtained in the investigation and development of the diagnosis, the following actions were carried out:

1. The company logo was redesigned at the request of the owner to give it a better presentation and image (Figure 3).
2. Proposed organisational diagram (Figure 4).
3. Roles of decision-makers (Figure 5).
4. Recruitment and selection policy.
5. Diagram of the recruitment process (figure 6).
6. Training team induction programme



Figure 5 Roles of decision-makers  
Note: The image shows a proposal from decision-makers

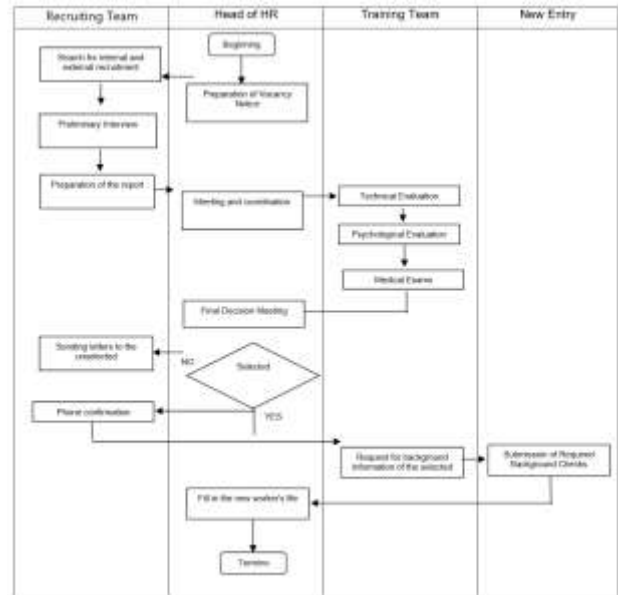


Figure 6 Diagram of recruitment process  
Note: The image shows a proposed Recruitment Process Flowchart



Figure 3 New logo  
Note: The image shows a new proposed logo design

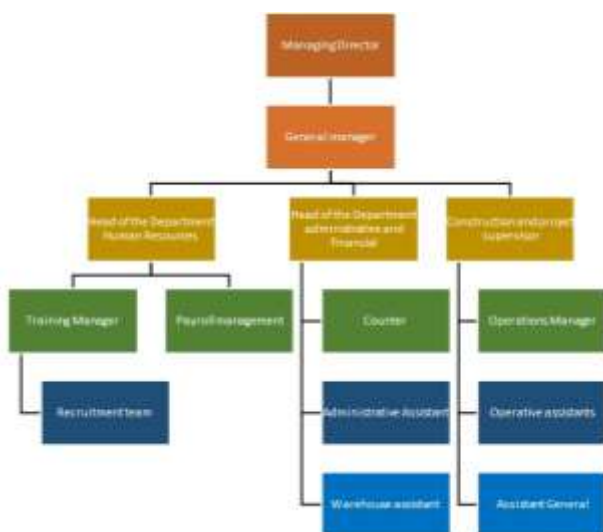


Figure 4 Organisational diagram  
Note: The image shows a proposed organisational chart

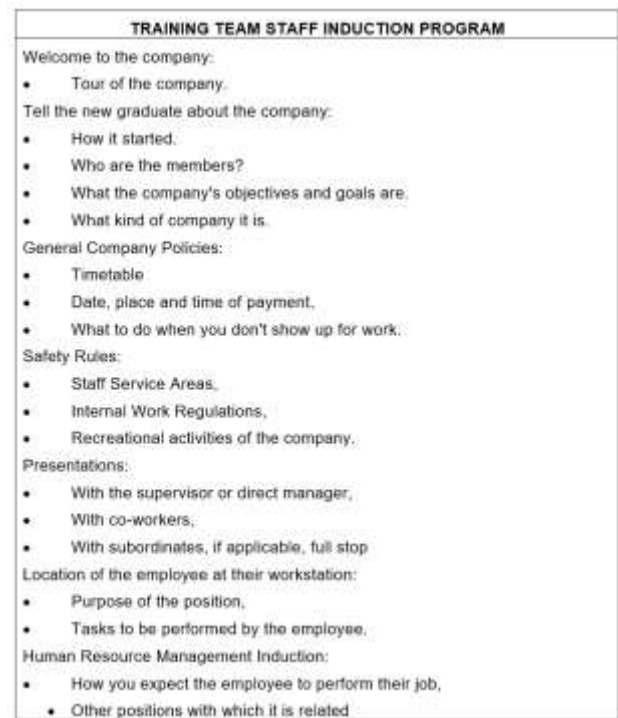


Figure 7 Recruitment process diagram  
Note: The image shows a proposed Recruitment

## Process Flowchart

### Conclusions

The data obtained from the evaluation instrument applied in the MSME, concluded that it is necessary to improve the training and participation of human resources, and to promote planning, organisation, direction and control in the organisation.

As a result of this diagnosis, it was concluded that it is important to know the internal and external strengths of the company, its functional areas, its operations, in order to plan, develop and fulfil the organisational objectives.

### Recommendations

In accordance with the challenges imposed by the socio-economic environment, it is recommended that MSMEs implement the recommended actions, as well as establish a philosophy in line with their short, medium and long-term objectives.

It is recommended to carry out a strategic planning in which objectives, guidelines and policies are established in order to achieve a better performance in their services.

The importance of carrying out an organisational diagnosis is to always know the current state of the company in order to take the necessary growth measures to improve it periodically.

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## Leadership as a factor of subsistence of MSMEs in Tenosique, Tabasco

### El liderazgo como factor de subsistencia de las MIPyMES en Tenosique, Tabasco

CORTÉS-SEDASSY, Jesús Ramón†\*, JAVIER-BAEZA, Alberto Enrico, PLATA-DOMÍNGUEZ, Cristel Del Carmen and ORTÍZ-HERNÁNDEZ, Mateo

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DOI: 10.35429/JBDS.2023.24.9.5.13

Received September 11, 2023; Accepted December 15, 2023

#### Abstract

The importance of leadership in Micro, Small and Medium Enterprises (MSMEs) is undeniable in today's business landscape. These organizations, often characterized by small size and limited resources, rely heavily on effective leaders to navigate challenges of competitiveness, thrive in competitive markets, and achieve sustainable growth. Therefore, this research, through a qualitative approach, with inductive and interpretative logic, based on documentary analysis and non-experimental, cross-sectional and correlational-causal type, seeks to propose a leadership model that fits the context of study and positively influences the growth of MSMEs in Tenosique, Tabasco, in order to achieve their subsistence, growth and competitiveness. The study is supported by the use of surveys conducted with previously identified experts in the field and is supported using the Minitab statistical software with the linear regression technique for the analysis of the data.

**Leadership, MSMEs, Minitab**

#### Resumen

La importancia del liderazgo en las Micro, Pequeñas y Medianas Empresas (MIPyMES) es innegable en el panorama empresarial actual. Estas organizaciones, que a menudo se caracterizan por su tamaño reducido y recursos limitados, dependen en gran medida de líderes eficaces para navegar por los desafíos de la competitividad, prosperar en mercados competitivos y lograr un crecimiento sostenible. Por ello, la presente investigación, a través de un enfoque cualitativo, con lógica inductiva e interpretativa, basada en el análisis documental y de tipo no experimental, transversal y correlacional-causal, busca proponer un modelo de liderazgo que se adapte al contexto de estudio y que influya positivamente en el crecimiento de las MIPyMES en Tenosique, Tabasco, para así mismo, lograr la subsistencia, el crecimiento y la competitividad de estas. El estudio se apoya con el empleo de encuestas realizadas a expertos en el campo, previamente identificados y se respalda utilizando el software estadístico Minitab con la técnica de regresión lineal para el análisis de los datos.

**Liderazgo, MIPyMES, Minitab**

**Citation:** CORTÉS-SEDASSY, Jesús Ramón, JAVIER-BAEZA, Alberto Enrico, PLATA-DOMÍNGUEZ, Cristel Del Carmen and ORTÍZ-HERNÁNDEZ, Mateo. Leadership as a factor of subsistence of MSMEs in Tenosique, Tabasco. Journal of Business Development Strategies. 2023, 9-24: 5-13

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## Introduction

In Mexico, micro, small and medium-sized enterprises, known as MSMEs, play a fundamental role in the country's economy. They are responsible for 71% of employment and contribute 37.2% of value added. According to data from the National Institute of Statistics and Geography (INEGI, 2022), microenterprises account for 14.6% of this value added at the national level. MSMEs have acquired significant importance both in Mexican society and globally and are considered fundamental for the development of states, especially in emerging economies.

In Indonesia according to Susanti, Mulyanti and Wati, (2023) as in Mexico, despite significant economic contribution to the country, women-led MSMEs often face barriers and challenges that hinder their performance and competitive advantage. Some of these challenges include lack of access to adequate financing, lack of business networks and connections, and lack of business training and education.

In a contribution Tadeo, Mendoza, Francis Jr, Dumagat and Pamintuan, (2023), state that the main objective of their article is to explore and understand the economic contributions that micro, small and medium enterprises (MSMEs) make in different regions of the Philippines. MSMEs play a crucial role in the economic development of the country, so understanding their contribution is essential to identify growth opportunities and promote an enabling environment for their development.

The study was conducted by collecting economic data from different regions of the Philippines and analysing the activities of MSMEs in those areas. The results of the study revealed that MSMEs have a significant impact on employment generation and economic growth in all regions of the Philippines.

These enterprises not only generate jobs, but also drive innovation, internationalisation and economic diversification; however, challenges and barriers were also identified that hinder the full potential of MSMEs in some regions.

These challenges include lack of access to finance, lack of business training and lack of links to global supply chains (Tadeo, Mendoza, Francis Jr, Dumagat and Pamintuan, 2023), indicating that they require someone who has the vision and courage to drive these economic units forward.

It is evident that these organisations operate in a dynamic and changing business environment, facing forces they can control such as: product, price and personnel policies, but also uncontrollable forces such as: customers, culture, competition, public policies, national and global economy, implicated in social changes.

However, the growth and duration of MSMEs is often limited, influenced by both internal and external factors, such as lack of financial resources, declining sales, inflation and, in particular, the inexperience and lack of knowledge of directors or managers, leading to a reduced likelihood of survival in the market.

To stay in the market, MSMEs need effective leadership, capable of driving significant changes in their structure, processes, working conditions and support policies, whether in technical or financial terms. They also need to develop strategies to compete with larger firms that tend to absorb smaller ones. Following Palomo's (2008) perspective, it is clear that these organisations require leaders who can generate the commitment of their team and not only ensure their survival, but also their growth through effective management of the company.

The element that has a decisive influence on the longevity of micro, small and medium-sized enterprises (MSMEs) is the competition they face, especially from larger companies with substantial resources for investment, such as corporations and investor groups.

These companies often have highly trained staff to guide them in all aspects of business, as well as access to increased funding, strategic locations, cutting-edge technology, large-scale advertising campaigns, a larger and more experienced workforce, and access to legal and financial advice that ensures their permanence and allows them to adapt to changing market demands (Rojas, 2019).

In conclusion, the performance of women-led MSMEs in Indonesia is influenced by a number of factors, both internal and external, however, when provided with the right support, these enterprises can achieve significant competitive advantage and further contribute to the country's economic growth. (Susanti, Mulyanti and Wati, 2023).

Analysing the above, we consider that the complexity of MSME market consolidation in any part of the globe lies in unknowns, such as influencing the direction to take, reacting to external factors that may harm the organisation, customer orientation and strategies to attract new customers, as well as competition with other firms. It is clear that an organisation without adequate leadership is adrift, vulnerable to both internal and external factors that can lead to bankruptcy. According to Alonso (2008), effective leadership is essential for the success and continuous improvement of MSMEs.

In small and medium-sized enterprises, the role of the leader is crucial for development, performance and the work environment, as companies reflect the personality of their leaders and thrive because of their leadership. Therefore, it is essential that entrepreneurs and leaders of MSMEs develop qualities that make them effective leaders for the benefit of their enterprises and their acceptance in the market.

The question and objective to be determined is: What type of leadership is required to guide, achieve and consolidate the survival and growth of MSMEs in Tenosique, Tabasco? It is essential to identify the underlying needs of these micro, small and medium enterprises in order to be in a favourable position in terms of survival and growth.

## Methodology

In this study, a thorough and complete analysis of the literature on the various leadership styles in each of their phases was carried out. The purpose of this analysis was to establish the necessary historical, contextual, referential and theoretical frameworks. The research focuses on the collection, analysis and integration of both qualitative and quantitative results for a better understanding of the problem in question. Through this study, it seeks to identify the underlying cause that impedes the positive progress of MSMEs, their consolidation and their operational sustainability.

Following the perspective of Róvere (1993), the aim is to identify indicators that reveal the relationship between leaders, whether they are directors, managers or managers and workers, as well as the environment in which they interact. This will allow a deeper interpretation of the current situation and its development in context.

The research is framed within a qualitative, non-experimental, cross-sectional methodology, as the variables do not change throughout the research process. It is also considered correlational-causal, as the relationships between the variables are explored.

## Population and sample

The scope of the study refers to a set of 569 MSMEs that continue to operate in Tenosique, Tabasco, after having overcome the critical phase of the COVID-19 pandemic. In this context, the sample size calculation was carried out using the following formula (Hernández, Fernández y Bautista, 2014):

$$n = \frac{z^2 p q N}{e^2 (N-1) + z^2 p q} \quad (1)$$

Where:

n = Size of the sample being sought.

N = Size of the population or universe.

z = Statistical parameter, corresponds to the 95% confidence level with a Z = 1.96.

p = Expected value of the population proportion (probability of success). Since this value is unknown, 0.5 is taken as the maximum possible (Anderson *et al.*, 2008; Bernal, 2010).

q = Is the probability of failure 1- p.

e = 5% maximum accepted estimation error.

Substituting in the formula:

$$n = \frac{1.96^2 (0.5 * 0.5 * 569)}{0.05^2 (569 - 1) + 1.96^2 * 0.5 * 0.5}$$

$$n = 229.56$$

The sample size was set at 230 surveys sent to randomly selected people, each containing 20 items on the Likert scale, supplemented with 6 socio-demographic questions using the Google Forms form.

**Operationalisation of the variables**

According to Carballo's (2016) definition, operationalisation refers to the process of converting a variable from an abstract level to a more specific and concrete one. In other words, operationalising implies identifying the variable in question, its dimensions, indicators and indices, so that it can be defined in a theoretical, real and operational way, which will allow its measurement and interpretation.

The process of operationalising variables is of great relevance, as it is necessary to model the fundamental elements of the theoretical-methodological design and their relationships, based on the theory and nature of the object of study, and to carry out an effective evaluation of these variables using the essential components of the theoretical-methodological design.

According to Zapata (2004), research involves the collection, processing and analysis of data related to the detailed variables, in order to study the relationships between them and subsequently interpret the results obtained.

Variables	Conceptual definition	Operational definition	Dimensions	Indicators
Independent Leadership	A set of managerial skills that an individual has in order to influence the way people are or act in a given work group..	Influence that a person exerts on others and that positively motivates and encourages them to achieve their tasks and objectives..	Influencing others.	The others follow
			Possesses dominance and control over peers.	The others accept and abide by their ideas
			Make critical decisions.	That others execute
			Invests time and energy in support of colleagues.	To strengthen and grow them
			Distribute tasks.	And they all agree.
Dependent Life cycle.	Period during which an SME business entity remains in the market, operating and generating employment.	Creation: from the germinal idea, its development in the mind of the creator. There is no business here, there is the possibility and planning. It shows whether the business is really viable and capable of going ahead. Patience, do not get carried away by the satisfaction of making the first profits.	Germinal idea or birth there is capital, desire to make and develop, and to correct processes and structures, as well as to invest, without profit.	Starup
			Stage of patience, the costs are achieved, but no profit is seen other than that of sustaining and maintaining.	Mantenimien to
			This is when the real business is achieved, it starts to grow, it gives profit and produces immediate satisfaction, be careful, there is still a long way to go.	Growth
Dependent Consolidation	To innovate and improve its productive capacities, in order to offer products and services that meet the regulatory and quality requirements for customer satisfaction in the corresponding economic sector.	It is necessary to know how to manage this stage; being at the peak may be the point where you have reached the finish line, and that is as far as you have got because you are no longer making an effort and the company starts to fall. At this point there are no more achievements or goals to reach, so	Es the peak of the business, it is at its peak, it is stable, it is profitable, it is satisfactory. Time to plan the new cycle to start a new business.	Maturity
			Stage at which business becomes slow, heavy or profits fall off, it is natural, time to accept to develop and innovate, and make something superior or improved.	Decay

		there is no more need to innovate in order to maintain. The company no longer has any customers, there is nothing to attract customers. Innovation programme and strategy study. It makes sense to continue to offer quality products to customers in MSMEs.	Businesses also have a point at which they have to close or change completely.	Death
Dependent Consolidation	To innovate and improve their productive capacities in order to offer products and services that meet the regulatory and quality requirements for customer satisfaction in the corresponding economic sector.	Innovation programme and strategy study. It is desirable to continue to offer quality products to customers in MSMEs.	MSMEs in a state of maturity and growth.	Innovation Programme for your products and/or services
			MSMEs that have innovated and offer products that meet quality standards.	They offer quality products or services to the public. Customer acceptance.
Dependent Competitiveness	Improve the productive capacities of MSMEs, thus consolidating a range of products and services, through innovation and compliance with quality standards that meet regulatory and quality requirements, to the satisfaction of their customers..	Follow ISO standards relevant to the product offered. Participate in programmes offered for MSMEs.	According to the economic sector, offer products that meet quality standards.	Satisfied customers with the purchased product.
			Participate in the programmes offered by FIDEET for Economic Development and Competitiveness.	Responsiveness to supply products that meet quality standards.

**Table 1** Operationalisation of Variables

Source: Own Elaboration

**Measurement instrument**

As stated by (Hernández, Fernández and Bautista, 2014), the evaluation instrument was designed with the purpose of collecting relevant information that contributes to addressing the questions posed in the research.

This instrument facilitated the identification of the conditions necessary to define the level of measurement of the variables and to select the appropriate statistical techniques for the analysis of the data and the respective validation.

In this research, descriptive statistical techniques were applied, which allowed an individual comparison to be made for each independent variable and to know both its behaviour and the influence it exerts on the leadership style for each MSME.

Torres, Paz and Salazar (2019), state that the scientific validity of a research lies in its ability to be backed up with verifiable data that support the demonstration of the hypothesis put forward.



Therefore, it was essential to carry out careful data collection with precise planning, with clear objectives in terms of the scope and depth of the information required.

Once this information was collected and confirmed, it was possible to propose the designation of a leader in each economic entity, in charge of developing strategies to counteract the negative effects and guide the enterprise towards the objectives set by each micro, small or medium enterprise in the municipality of Tenosique, Tabasco.

Through this study, an exhaustive analysis was carried out of the 20 questions included in the survey, which were designed following the Likert scale, as well as the 6 socio-demographic questions aimed at the people who responded to the questionnaire.

A total of 230 surveys were sent to various Micro, Small and Medium Enterprises (MSMEs) in the municipality of Tenosique, Tabasco, to examine the relationship between the variables of interest in the study by applying statistical techniques. In this way, it was possible to identify the type of leadership required by MSMEs in this municipality.

The responses to the questions were subjected to analysis using Minitab statistical software, applying the linear regression technique, which allowed comparisons to be made for each of the questions.

This analysis approach estimated the coefficients of a linear equation, involving one or more independent variables, as it is the most appropriate for predicting the value of the dependent variable. Linear regression is fitted to a straight line or surface that minimises the differences between predicted and actual values by representing them in pie charts.

## Results

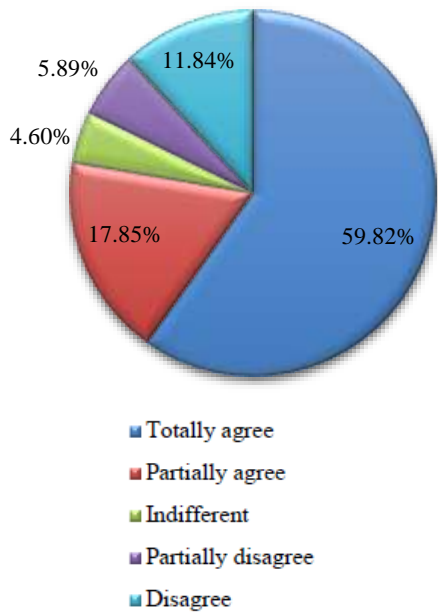
To conclude, a table with the questions applied in the surveys and a pie chart showing the overall results is presented below.

First part of the survey	
Nº	Question
1	Does leadership influence organisational performance management in MSMEs located in Tenosique, Tabasco?
2	Does the manager or leader of a company have to maintain good relations with employees, customers and suppliers?
3	Is communication very important in organisational performance?
4	Do employees obey the manager's instructions better when the manager is friendly?
5	Should personal contacts and communications be kept to a minimum by the boss or manager, or should the manager keep personal contacts and communications with subordinates to a minimum?
6	Should a boss always make his staff feel that he is in charge?
7	Should the boss hold meetings with subordinates to resolve disagreements about internal and external problems?
8	Should the boss know how to listen to the opinion of his subordinates about some problems that arise in the organisation?
9	Is punishing disobedience to established regulations one of the most efficient ways to maintain discipline?
10	Is it a good idea to explain to everyone in the company why the company's objectives and policies are being followed?
11	When a subordinate does not agree with his superior's solution to a problem, does he allow him to express his idea and consider it as a solution?
12	When targets have to be set, does the manager do it alone and does not accept suggestions from his employees?
13	If you as a leader consider making repairs in the plant in May and a subordinate tells you that the majority thinks it would be better in November, do you put the decision to a vote?
14	If two subordinates disagree on how to perform a task, the best thing to do is to call them both into your office and talk to find a solution between the three of them?
15	Is a good boss one who can easily fire a subordinate when he/she feels it is necessary?
16	When objectives have to be set, should the manager not rely too much on the opinions of his subordinates?
17	Should the manager delegate functions to his or her subordinates, according to their responsibilities?
18	Should a good leader set clear and specific goals and push for their achievement?
19	Is the good leader concerned only with results, without ever intervening to examine the methods and procedures used by his or her staff?
20	Does the good leader make sure that his or her employees have fully understood his or her instructions?
Second part of the survey	
Nº	Question
1	My position is:
2	How long I have been working in the company:
3	My monthly salary is:
4	My academic degree is:
5	My gender is:
6	My age ranges between:

**Table 2** List of survey questions

Source: Own Elaboration

CORTÉS-SEDASSY, Jesús Ramón, JAVIER-BAEZA, Alberto Enrico, PLATA-DOMÍNGUEZ, Cristel Del Carmen and ORTÍZ-HERNÁNDEZ, Mateo. Leadership as a factor of subsistence of MSMEs in Tenosique, Tabasco. Journal of Business Development Strategies. 2023



**Graph 1** Average results of applied surveys  
 Source: Own Elaboration

Regarding the second part of the survey, the results were as follows:

*Question 1:* 29.9% of the people surveyed hold managerial positions; 22.9% are area managers and 47.3% are assistants or general employees. The surveys were attended by all three levels of MSMEs, in order to have a variety of responses and not to bias the purpose of this research.

*Question 2:* 56.7% of the respondents have less than 5 years working in MSMEs, 22.9% have between 6 and 10 years, and 20.4% have more than 10 years working. Those with 6 to 10 years show that their response to work, their initiative, their responsibility and perhaps their work philosophy has helped them to keep their job; those with 10 years or more show that they have been able to balance their responsibilities and have the trust of their superiors, and if they are the owners of the business, then they have known how to survive negative events.

*Question 3:* Salary is the monthly remuneration received by an employee for the functions performed in his or her job; this remuneration is generally agreed in an employment contract and is for a fixed period of time. 65.2% receive a salary of less than \$10,000; 28.4% receive a salary of between \$11,000.00 and \$25,000.00, and 6.4% receive a salary of more than \$25,000.00 per month.

*Question 4:* Regarding the academic degree, it can be observed that 41.8% have a maximum education up to high school; 12.4% did not finish their bachelor's degree and 45.8% finished a bachelor's degree. Staff training is aimed at improving or acquiring skills or knowledge that the professional needs in order to be more efficient in his or her job or to be eligible for other jobs of a higher category. In other words, it promotes learning and development.

*Question 5:* 56.2% belong to the male gender and 43.8% to the female gender. When a person is working or actively seeking work, he/she is said to be part of the labour force. The current rate of female labour force participation in the world is close to 49%. In contrast, the rate for men is 75%.

*Question 6:* 47.8% of the respondents are aged 20-30 years; 19.4% are aged 31-40 years and 32.8% are aged over 40 years.

**Conclusions**

This research focused on identifying the right leaders to foster the growth and survival of micro, small and medium-sized enterprises located in the municipality of Tenosique, Tabasco. The prevailing need for these economic units, which are dedicated to the production and/or commercialisation of goods and services, to prosper in the municipal market was recognised.

An analysis of different leadership types documented in the literature as well as those found in online resources was carried out. By comparing these leadership styles with the responses provided in the survey, it was concluded that the predominant authentic leadership in MSMEs is far from being the most appropriate to promote, strengthen and consolidate the functioning of these economic units.

According to the research findings, the type of leadership expected is one that fosters trust and transparency, two essential elements for people working together to be able to trust each other. Following Cardozo and Kwan (2019), it is argued that authentic leaders contribute to the success not only of themselves, but also of others.

Furthermore, the importance of having a level of emotional intelligence that supports leaders in positive thinking and attitude modification in consideration of the staff they supervise or influence is emphasised. In this regard, reference is made to the research of Alrowwad, Abualoush and Masa'deh (2020), which establishes the existence of a significant correlation between the emotional intelligence of executives and their leadership practices.

Culturally, various leadership styles are observed to be related to emotional intelligence. In particular, transformational leadership and charismatic leadership are explored, as they align with the expectations of people working in SMEs.

For small and medium-sized enterprises (SMEs) in Tenosique, Tabasco, considering the information obtained from the survey responses, the adoption of a leader with a transformational leadership approach is recommended. This leader should be a person who inspires his or her collaborators to achieve their goals and objectives. Transformational leadership is characterised by its emotional approach, based on individualised attention, affect, cognition and behaviour.

Consequently, a transformational leader motivates, stimulates and encourages subordinates and those who work with them to change their attitude, encourages collaboration, participation, sense of belonging and team service, aligning them with the objectives and goals of the company. This has a positive impact on the individual performance of each team member.

This leadership can be complemented by charismatic leadership, as the latter incorporates elements of other leadership styles, such as active listening to the opinions and needs of employees, especially those who interact directly with customers. In addition, a charismatic leader demonstrates decisiveness in decision-making and takes responsibility for his or her actions, projects enthusiasm, friendliness and empathy, which inspires trust and encourages problem-solving, creating an environment conducive to both employees and customers expressing their concerns and ideas.

The combination of these two leadership styles could contribute to addressing and overcoming the challenges and negative effects that affect SMEs, preventing their closure and allowing their consolidation led by a leader who combines transformational and charismatic characteristics, so that these companies can become more competitive in the market of Tenosique, Tabasco.

In conclusion, after analysing the survey responses and considering that both leaders and employees or subordinates participated in the socio-demographic questions, it was concluded that the best proposal is a leader with a transformational and charismatic approach. This leader is characterised by his interest in the adoption of new technologies that optimise business processes, especially in administrative tasks. In this way, he encourages his team to make the most of their talents and skills to add value to the company. As Guillén (2013) points out, it is essential to understand that the success of a company depends to a large extent on the proper management of leadership and the organisational culture.

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## Organizational climate and its effects on job satisfaction: A case study

### Clima organizacional y sus efectos en la satisfacción laboral: Un caso de estudio

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**DOI:** 10.35429/JBDS.2023.24.9.14.22

Received June 15, 2023; Accepted December 20, 2023

#### Abstract

Today, organizations are increasingly recognizing the importance of organizational climate in human resource management and business success. As work dynamics, employee expectations and the demands of an ever-changing business environment evolve, it plays a crucial role in the success and sustainability of organizations. For this reason, organizational climate influences aspects such as emotional well-being, motivation and commitment, stress reduction, as well as effective communication and professional development. In view of this, the present research aims to evaluate the influence of organizational climate on the job satisfaction of the staff of a public sector General Hospital in Villahermosa, Tabasco, in order to generate a conceptual model based on the dimensions established by the analysis of the current context of the Hospital. The study has a quantitative approach of a transectional, explanatory type, carried out by collecting data through the application of a previously validated measurement instrument.

**Organizational climate, Job satisfaction, Conceptual model**

#### Resumen

En la actualidad, las organizaciones reconocen cada vez más la importancia del clima organizacional en la gestión de recursos humanos y el éxito empresarial. A medida que evolucionan las dinámicas laborales, las expectativas de los empleados y las demandas de un entorno empresarial en constante cambio, juega un papel crucial en el éxito y la sostenibilidad de las organizaciones. Por esta razón, el clima organizacional influye en aspectos como el bienestar emocional, la motivación y el compromiso, la reducción del estrés, así como la comunicación efectiva y el desarrollo profesional. Ante esto, la presente investigación tiene como objetivo evaluar la influencia del clima organizacional en la satisfacción laboral del personal de un Hospital General del sector público en Villahermosa, Tabasco, para así, generar un modelo conceptual basado en las dimensiones establecidas por el análisis del contexto actual del Hospital. El estudio es de enfoque cuantitativo de tipo transeccional, explicativo, realizada mediante la recolección de datos a través de la aplicación de un instrumento de medición previamente validado.

**Clima organizacional, Satisfacción laboral, Modelo conceptual**

**Citation:** COLLADO-RODRÍGUEZ, Neiro, PLATAS-DOMÍNGUEZ, Cristel Del Carmen, DÍAZ-LÓPEZ, Luis Otilio and HERNÁNDEZ-TRIANO, Leonardo. Organizational climate and its effects on job satisfaction: A case study. Journal of Business Development Strategies. 2023, 9-24: 14-22

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## Introduction

Throughout history, social, cultural and technological progress has led to transformations in the workplace, gradually replacing physical work with work that requires mental capacity as its main activity. This change has driven an increase in levels of competitiveness due to innovations, which, in turn, has influenced the organisation and the socioemotional behaviour of people within it, as well as the impact of employees on the organisation (Sureda, Elena; Mancho, Javier; Sesé, 2019).

In the hospital and healthcare environment, the impacts of the work environment on the satisfaction of individuals and how this affects the quality of care provided have been investigated (Quiroga and Salinas, 2022). From the perspective of the internal environment, it has been corroborated that the work environment is fundamental to the progress and constant improvement of complex medical organisations, supporting continuous advancement through the evaluation of quality and efficiency indicators in hospital services, as pointed out by Pérez (2019).

Understanding the environment and the dynamics among the people within it is crucial to understanding how they affect the functioning and progress of an institution, as well as their impact on performance. Employees are aware, directly or indirectly, of the conditions of the environment, which shapes their behaviour and, in turn, impacts their job performance (Martinez *et al.*, 2019).

It is a fact that a stable and flexible organisational climate favours long-term achievements; on the contrary, a rigid discipline with too much pressure on staff will only obtain short-term achievements.

In addition, Juárez (2012) carried out a study to analyse the correlation between the work environment and employee satisfaction at the 72nd Regional General Hospital of the Mexican Social Security Institute (Instituto Mexicano del Seguro Social). In addition, he sought to evaluate the levels of work environment and employee satisfaction according to variables such as gender, job position, job category, age and length of service.

According to the same author, the work environment is an essential component of organisational strategy. Understanding it facilitates feedback in relation to the processes that influence behaviour, and allows for the implementation of planned modifications in attitudes, behaviours and organisational structure. It refers that interactions between workers in different positions lead to a more pleasant working environment.

Nowadays, therefore, work environment research has become a highly relevant topic for organisations that are constantly seeking to improve their working conditions. It has become a fundamental element in the growth of institutions and their analysis. Job satisfaction, on the other hand, has a significant importance in any work environment, not only in terms of the desired well-being of individuals in their workplaces, but also in terms of its impact on productivity and quality at the enterprise level (Chiang-Vega and Candia-Romero, 2021).

The need to analyse job satisfaction is closely related to the level of commitment, efficiency and outstanding performance of staff members in the organisation (Gonzalez, 2018).

Therefore, it is important to understand that an employee's behaviour and effectiveness are not exclusively determined by his or her individual actions, as they are also influenced by the perception of the members of the organisation. In other words, the level of employee satisfaction is closely related to their perception of the work environment, as this impacts their performance, attitudes and behaviour within the work team (González, 2018). In this sense, the present research becomes very important in the study of the relationship between organisational climate and job satisfaction.

## Methodology

The present study begins with the problem of job satisfaction, located in a General Hospital of the public sector in Villahermosa, Tabasco, within which the objects of the research were visualised, these being job satisfaction and organisational climate.

Starting from an exhaustive search, the factors causing the anomaly located were analysed by finding references in the state of the art, in such a way that readings of research carried out in recent years were examined, with the particularity that they were related to the variables found. Of the readings studied, those were chosen that showed experimental evidence and were analysed critically to rescue the authors who had the requested support; independent and dependent variable establishing a theoretical model, this with the support of the research question since this governs and directs the work, marks the objectives and establishes through the hypotheses a scientific approach and how far the study is deepened. The variables were immediately operationalised and a structured model was created.

### Subject of the study

In the research, the use of the instrument has been contemplated with individuals over 18 years of age in managerial, administrative and operational positions. Selection criteria have been established based on the characteristics of the population, covering aspects of inclusion, exclusion and elimination.

**Inclusion Criteria.** The characteristics that the subject of the study must have are: 1) active worker of the hospital under study. 2) with more than one year's seniority in the institution; 3) who are working in the institution.

**Exclusion Criteria.** 1) That the interviewee does not have a complete command of the Spanish language. 2) That the personnel responding to the questionnaire do not have more than one year's seniority in the institution. 3) That the personnel answering the questionnaire is a volunteer worker.

**Elimination Criteria.** 1) That the personnel to be interviewed does not pass the evaluations that are programmed. 2) That the personnel interviewed has broken the employment relationship in a period of less than 30 days.

### Sample

This research will be carried out in the public General Hospital of the State of Tabasco, which has a current workforce of 1,600 workers in various categories.

The sample is a subset of the population that is taken as a reference unit of analysis to generalise results and establish parameters, i.e. it is the reliable representation of all the elements of the universe (Campos, 2013). It follows that the results achieved for the sample have repercussions or are valid for all the elements, i.e. for the universe or population. Therefore, a confidence level of 95%, a probability of success of 50% and a maximum admissible error of 5% are considered. With these data and using the finite population formula, the following was obtained:

$$n = \frac{z^2 PQN}{e^2(N-1) + z^2 PQ}$$

$$n = \frac{1.96^2(0.5*0.5*1600)}{0.05^2(1600-1) + 1.96^2*0.5*0.5}$$

$$n = 310$$

n= 310, being the number of surveys to be obtained to carry out the proposed study.

### Research instrument

The choice and design of the instrument involves examining and selecting indicators used in previous empirical research related to the present study, which are feasible and valuable to integrate as essential components of our measurement instrument, as mentioned by Machorro and Romero (2011). Based on the review of the theoretical framework and considering the conceptual models of organisational climate and job satisfaction, a search, identification and evaluation of the available instruments that have been used to measure the variables of interest in our research was carried out. The selection of these instruments was based on empirical tests applied in hospital settings.

### Operationalisation of variables

The instrument used in the research is a self-applied questionnaire consisting of 86 items, with a Likert-type scale with 5 response categories, being:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Not Interested
- 4 = Agree
- 5 = Strongly Agree



The first part of the instrument contains socio-demographic variables such as age, seniority, category, gender, type of employment contract, marital status and area of assignment. The second part of the instrument is divided into two scales, the first scale is the scale to evaluate the organisational climate, measured by the factors of Organisational Structure, Leadership, Decision Making, Motivation, Behaviour. The second scale was structured in the scale that assesses job satisfaction with the factors Safety, Promotion, Remuneration, Working Conditions and Extrinsic Factors.

The operationalisation of the variables aims to transform an abstract concept into an empirical one, that is, into a concept that can be quantified through the use of an instrument. The precision in the definition of terms plays a fundamental role in obtaining accurate results through this measurement process.

Operationalisation of Variables			
Variables	Dimensions	Concept	Items
Climate	Structure	It is where the organisational processes and the social strata and groups of the organisation are supported.	1-12
	Structure	It corresponds to representation, whose function is to be a motivator in the achievement of successful products or services, efficient communication roles and the role of encouraging participation among the members of the organisation.	13-24
	Leadership	It establishes how the members of the group are involved in the choice of action alternatives that affect the work and freedom is granted to perform tasks and solve daily problems, including the relevance of decisions and delegation between hierarchical levels.	25-36
	Decision	It is those procedures that are implemented to promote in group members the desire to work well, including benefits and ways of responding to expectations and needs, both material and spiritual.	37-48

	Decision Making	It refers to personal behaviours and actions that influence and determine the work performed by the group.	49-60
Satisfacción Labora	Motivation	It refers to the employee's perception of confidence in the current situation of the company and therefore in his or her job.	61-63
	Behaviour	It refers to the evaluation of the job by colleagues and bosses and the possibilities of promotion.	64-72
	Security	Indicates the economic aspects related to the job: wages, salaries.	73-77
	Job Security	It includes pleasantness, creativity, organisation of tasks and consideration of proposals by the employee.	78-83
	Promotion	External elements that are not controllable by the worker, e.g. conditions of the facilities, policies and administrative management of the organisation, interpersonal relations, supervision and working conditions.	84-86

**Table 1** Operationalisation of Variables

Source: Own Elaboration

### Coding and levels of measurement of the items of the instrument

The items of the instrument were made up of the most relevant socio-demographic questions and were coded with their respective levels of measurement, as well as their response categories, as shown in Table 2.

Coding of socio-demographic elements		
Variable	Measurement level	Categories
Age	Scale	Not applicable
Gender	Scale	1 = Female
Marital status	Nominal	2 = Male
Category	Nominal	Not applicable
Seniority	Scale	Not applicable
Area of recruitment	Nominal	Not applicable
Type of contract	Nominal	Not applicable

**Table 2** Coding of socio-demographic elements

Source: Own Elaboration

As for the coding and levels of measurement of the indicators of the variables under study, they were coded using an alphanumeric structure whose nomenclature for the variables is shown in Table 3.

Coding of variables in the instrument's database		
Position of the nomenclature	Value	Description
1	P	Defines item as QUESTION
2-5	CLIO=Organisational Climate SALA=Job Satisfaction	Variable under study
6-11	ESTORG=Organisational Structure LIDERA=Leadership TOMADE=Decision Making MOTIVA=Motivation COMPOR=Behaviour SEGULA=Job Security PROMOC=Promotion REMUNE=Remuneration CONTRA=Conditions of Work FACTEX=Extrinsic Factors	Second digit of the
12-13	Number	Item number

**Table 3** Coding of variables in the instrument's database  
Source: Own Elaboration

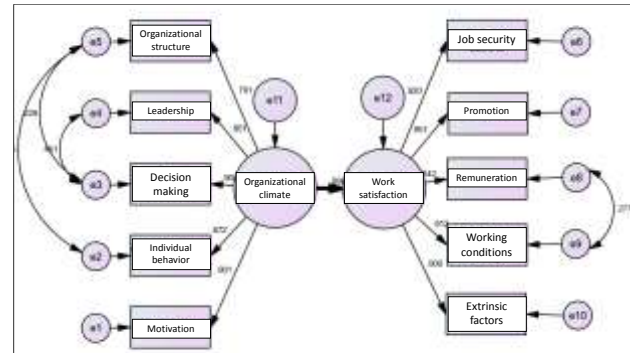
The validity of the instrument consists of the presentation of evidence collected to corroborate that the instrument measures the study variables appropriately and in accordance with the theoretical framework.

**Results**

Using Confirmatory Factor Analysis, the maximum likelihood method was used to evaluate the covariances between the dimensions under study for each of the variables established by the research. The initial models of the variables under study were subjected to evaluation of the structural equation indicators, following the recommendations made by the software (AMOS version 26) in the index modification options.

Therefore, in accordance with the results of the calculations to evaluate the assumptions of the multivariate analysis that showed the appropriate behaviour of the same, the structural equation indicators were revised based on the transformed variables to explain the behaviour of the research variables.

The only indicator that does not show adequate values is the RMSEA, which shows a value higher than recommended. To improve the behaviour of the indicators, the recommendations of the software regarding modification indexes are used, obtaining the model shown in Figure 1.



**Figure 1** Parsimonious research model fitted with standardised values obtained from the calculation  
Source: Own Elaboration using AMOS version 26

From these results we present all factor loadings shown in the model in figure 1:

Factor loadings of the adjusted parsimonious model			
Variables and their relationships	Loading Factorial Calculated	Loading Standardised Factor Loadings	Value Critical
Job Satisfaction <--- Organisational Climate	1.061	0.998	15.248
Motivation <--- Organisational Climate	1	0.901	
Individual Behaviour <--- Organisational Climate	1.208	0.872	13.615
Decision Making <--- Organizational Climate	1.307	0.904	14.872
Leadership <--- Organisational Climate	0.964	0.851	12.841
Organisational Structure <--- Organisational Climate	0.715	0.791	11.039
Job Security <--- Job Satisfaction	1	0.92	
Promotion <--- Job Satisfaction	1.081	0.951	18.693
Remuneration <--- Job Satisfaction	1.069	0.842	13.099
Working Conditions <--- Job Satisfaction	1.302	0.912	16.264
Extrinsic Factors <--- Job Satisfaction	0.822	0.9	15.603

**Table 4** Factor Loadings of the adjusted parsimonious model  
Source: Own Elaboration

The information presented in both figure 1 and table 4 shows that the organisational climate has a positive effect (1.061 factor loadings calculated and when its value is determined in a standardised way, it takes the value of 0.998) with a significant p-value at the 0.001 level, which means 99% confidence on Job Satisfaction.

On the other hand, the latent variable job satisfaction is transformed by adding its dimensions, so that a classification is constructed from the extreme values obtained, as shown in Table 5.

Classes	Relative	Cumulative Relative
Low	13.21%	13.21%
Moderate	67.92%	81.13%
High	18.87%	100%

**Table 5** Classification of the levels of Job Satisfaction  
Source: Own Elaboration

As can be seen in table 5, approximately 68% of the workers who responded to the survey have moderate Job Satisfaction, 19% of these have high Job Satisfaction, and the remaining 13% have low Job Satisfaction.

With this contrast of data resulting from the calculations, it only remains to answer the research question:

What are the dimensions of greatest influence on the organisational climate of the Hospital under study?

In accordance with the data shown in Table 4, it can be explained that the dimensions that have the greatest influence on the Organisational Climate, as established in the research model proposed for this document, are: Decision-making in first place, Motivation in second place, and Individual Behaviour in third place.

## Conclusions

The developed model allowed the possibility to answer the research question:

What is the influence of Organisational Climate on the Job Satisfaction of Staff in a Public Sector General Hospital in Villahermosa, Tabasco?

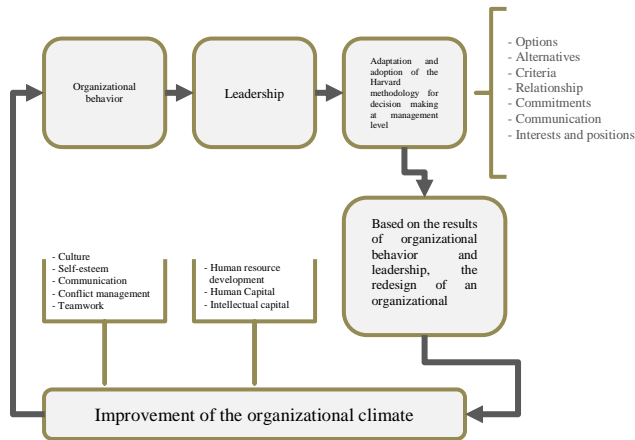
Taking this question as a guide, a documentary review of the literature was carried out in search of the dimensional elements of the variables set out in the question and which were already established in previous paragraphs. In accordance with the state of the art, the situation of the analysis that these variables have reached was identified, mainly the associations between them, specifically exploring the situation of both variables through the use of multivariate statistical tools such as Structural Equation Modelling, which also allows conclusions with a greater explanation of the behaviour of the variables and their dimensions and the effect that one has on the other.

Using statistics, especially the modelling of constructs in Structural Equation Models, evaluating through this tool not only the structure but also making an analysis of covariance for the Confirmatory Factor Analysis, allows conclusions to be drawn about the general research question. In this way it was possible to establish that the influence of Organisational Climate on Job Satisfaction is practically unitary (0.998 standardised factor loadings) with a significance level of 0.001, which includes a confidence level of 99.9%.

With regard to the dimensional structure of each variable, it is established that the relationship between them is in the weakest case 0.715 (corresponding to the Organisational Structure dimension of the Job Satisfaction variable).

## Proposals and Recommendations

The research carried out employed various theories, concepts and factors related to the phenomenon in question. Through the use of structural equation modelling, the research questions were answered and, at the same time, the validity of the concepts studied was confirmed by means of a confirmatory factor analysis. As mentioned in previous paragraphs, a conclusive result of this research describes that decision making is one of the most important factors in Organisational Climate. Based on this result, the following model for the improvement of the Organisational Climate is proposed, which also includes the elements of Leadership that in an operative way drives the development of the personnel up to the formation of the Intellectual Capital, this can be observed in the scheme shown in the following figure:



**Figure 2** Proposed model for the improvement of the Organisational Climate

Source: Own Elaboration

Based on the proposed model for the improvement of the Organisational Climate, which is the result of this research, actions are proposed that have a direct impact on the variables Organisational Behaviour, Leadership, Organisational Climate and Organisational Structure. It is important to highlight that the proposal is aimed at the organisation of the public General Hospital and the proposed model recommends the use of the Harvard methodology.

It is proposed to intervene the Organisational Behaviour variable through: Identifying formal and informal leaders with the aim of taking advantage of this leadership and that the following actions are more fluid and with greater penetration among the staff of the organisation, as well as establishing them as one of the means of communication towards the staff of the implementation of the proposed model.

Evaluate organisational elements such as organisational culture, employee self-esteem, lines of communication (types, levels, and effectiveness), conflict management and teamwork.

Based on this evaluation, strategies and mechanisms should be established to improve the aforementioned elements in order to have an impact on the improvement of organisational behaviour as a fundamental element of the proposed model.

The previous sections have mentioned the identification of the formal and informal leaders of the institution and, based on the use of information gathering tools, identify with the leaders the needs of Resource Development, as well as the determination of Intellectual Capital, taking into account that intellectual capital is made up of Human Capital, Structural Capital and Relational Capital. It is then proposed to emphasise the explicit knowledge, the tacit knowledge of the total number of workers that make up the organisation.

As for Structural Capital, it is related to explicit knowledge, internal communication and knowledge management, and therefore recommends the identification of these variables, which in other proposed actions have already been identified, as in the case of explicit knowledge and internal communication, leaving pending for this variable the determination of the mechanisms and structures of knowledge management among the members of the organisation.

The organisational structure should be treated very carefully, since the organisation is part of an institution whose decisions to modify the organisational structure depend on central decisions, and a modification of the variables has a direct impact on remuneration, responsibilities, formal communication mechanisms, and lines of command, among others.

But the proposed model would not be as effective as expected if it does not include a proposal to adjust the organisational structure as a fundamental element for the improvement of the organisational climate, establishing improvements in the organisational culture, self-esteem, communication, teamwork, human resource development, the use of intellectual capital and institutional leadership.

The expected result of the proposal is the improvement of the Organisational Climate based on actions that have a direct impact on Organisational Behaviour and Leadership, taking into account the elements of Organisational Culture, Communication, Teamwork and Human Capital Development, use and improvement of Intellectual Capital.

The results of this research can be used as a starting point for those researchers who wish to delve deeper into specific values of incidence in the variables proposed, empirically validated instruments are provided and a model for the improvement of Organisational Climate is proposed.

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## Strategic planning for a food preparation Company

### Planeación estratégica a una Empresa de preparación de alimentos

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DOI: 10.35429/JBDS.2023.24.9.23.29

Received July 15, 2023; Accepted December 20, 2023

#### Abstract

The objective of the research is to apply principles of strategic planning in a food company, with the purpose of making it more competitive. A SWOT analysis was used to have a context of the current situation, as well as a study of the forces of Michael Porter, through the application of the diamond of the five forces and the client's window was applied to determine the desires and requirements From the market. Applying the set of tools mentioned above will allow testing their effectiveness with a strategic planning approach, with the purpose of having methods that allow organizations to be more competitive.

#### Planning, Strategy, Competitiveness

#### Resumen

El objetivo de la investigación consiste en aplicar principios de la planeación estratégica en una empresa de alimentos, con el propósito que esta sea más competitiva. Se hizo uso de un análisis FODA para tener un contexto de la situación actual, así como también un estudio de las fuerzas de Michael Porter, mediante la aplicación del diamante de las cinco fuerzas y se aplico la ventana del cliente para determinar los deseos y requerimientos del mercado. El aplicar el conjunto de herramientas antes mencionadas, permitirá probar la eficacia de éstas con un enfoque de planeación estratégica, con el propósito de contar con métodos, que permitan ser más competitivas a organizaciones.

#### Planeación, Estrategía, Competividad

**Citation** MAR-OROZCO, Carlos Eusebio, BARBOSA-MORENO, Alfonso, BARBOSA-MORENO, Gabriela and OROZCO-CUERVO, Ulises de Jesús. Strategic planning for a food preparation Company. Journal of Business Development Strategies. 2023, 9-24: 23-29

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## Introduction

Companies that use strategic management concepts are more profitable than those that do not apply them. Fred (2003) asserts that companies show a significant improvement in their sales, profitability and productivity.

Strategic planning is nowadays an aspect that every company must consider in order to be able to compete in the market, as there is more and more competition and products and/or services that can replace the current ones.

Leading strategically will only be possible if managers and business leaders incorporate a new managerial competence: strategic thinking (RAE, 2016).

According to the Real Academia Española de la Lengua (rae, 2016), planning is the "action or effect of planning" and this in turn means, "to draw or form the plan of a work, to make plans or projects".

Chiavenato (2002), planning: "It is the first administrative function and is responsible for defining the objectives for future organisational performance".

Martínez & Milla (2012) assert that the objective of strategic planning tends to vary depending on many factors, among which we find: the archetype of the organisation, the economic-financial scenario, maturity, etc. Regardless of the situation, structure, type of business, size or positioning, a proper strategic planning is very convenient as it allows us to investigate the technical, economic and financial feasibility of a business project.

Strategic planning can be defined as a science for the formulation, implementation and evaluation of cross-functional decisions that allow the organisation to carry out its objectives.

Salazar, A. L. (2005) mentions that strategic planning has played a very important role in the development of formal alternatives to improve organisational performance in small and medium-sized enterprises (SMEs).

Jaramillo, S. A., & Delgado, J. A. T. (2019) comment that strategic planning is of utmost importance in organisations, as it favours the development of the company by establishing methods for the rational use of resources, reducing the levels of uncertainty that may arise in the future.

On the other hand Payares, O. B. (2018) comments that strategic planning is a management tool that allows an organisation to prepare and define the way to achieve its objective in order to face the future challenges of its environment, orienting its actions towards realistic goals and making strategic decisions for the success of the company.

Through strategic planning, managers provide the organisation with clearly defined objectives and the methods to achieve them, as well as anticipate possible problems that may arise. It allows to recognise opportunities for improvement and situations in which the company may be in danger.

(Rodríguez, 2013) Strategic planning is deceptively simple: it analyses the current and expected future situation, determines the direction of the company and develops means to achieve the mission.

On the other hand, Armstrong (1982), states that the strategic planning process helps the collection and interpretation of data that will make it possible to maintain the balance between the organisation and the environment, generating favourable results for the organisation.

Herter (1995) asserts that companies, despite their size, need to plan strategically.

In addition, Powell (1992), comments that strategic planning simply does not generate extraordinary benefits because it is a resource that can be easily imitated and substituted, thus making it impossible for strategic planning to represent a competitive advantage.

In this paper we will observe the application of the SWOT matrix to a company dedicated to the preparation of food, as well as a questionnaire that serves to establish the foundations of the strategy; then the Porter's Diamond is presented in which the situation of the company and its competitors is appreciated and finally the customer window to identify the elements that the customer wants to have.



**Methodology to be developed**

A SWOT analysis was carried out with the purpose of carrying out a case study of the company, in order to have the necessary information for the creation of alternatives which are a source of actions and corrective measures to improve the sales of the company and in this way to find the strengths, opportunities, weaknesses and threats of the company.

Michael Porter's diamond was also applied as it is a model that allows us to know the situation of a company as well as that of its competitors.

The diamond is made up of five aspects, which are: The power of suppliers:

- The power of suppliers.
- The power of customers.
- Substitute products.
- New companies.
- Rivalry between current competitors (Porter, 1998).

Ramírez D. & Cabello M. (1997) state that: "the customer window is a method for identifying customers, collecting data from customers and using this data to develop a quality product or service...the customer window divides future products or product characteristics into four groups or quadrants:

- What customers want and get.
- What customers want and don't get.
- What customers don't want and get.
- What customers don't want and don't get (p.107-108).

**Results**

Basic questions to establish the foundations of the strategy are as follows:

What is the business?

It is a canteen that offers food service during two shifts a day (Breakfast, Lunch and Lunch Running), which is located inside a bus terminal in the south of Tamaulipas, Mexico.

Who is the customer?

All the workers of a bus line including those arriving from other cities.

What is of value to the customer today?

Hygienic facilities.

What needs does the customer currently have?

To receive good quality food at the time they require it.

What will be of value to the customer?

Diversity of food and good service.

What needs will the customer have?

Prices will not increase.

What will the business be?

To provide good quality food to consumers.

What should the business be?

To meet customer expectations and keep them satisfied.

A SWOT matrix was developed to diagnose the current situation and also to create strategies to take advantage of the strengths and opportunities and mitigate the weaknesses and threats of the food canteen.

	Strengths	Opportunities
	1. Maintains affordable prices. 2. Captive customers. 3. Open 365 days a year. 4. Experience in the business. 5. Agreement with a transport company..	1. Lack of strategic planning within the canteen. 2. Not receiving all the vouchers from workers, which translates into losses. 3. No branches. 4. Defined dishes. 5. Constant loss of utensils (cutlery). 6. Some employees bring food and make use of supplies from the canteen. 7. No control of expenses, purchases and sales
Opportunities	1. Purchase certain inputs at wholesale prices to keep prices affordable, which is intended to increase sales by 40%. 2. Diversify the range of products.	1. Plan and implement an improvement plan in the canteen located in the bus terminal and subsequently cover other locations. 2. In addition to offering alternative dishes, sell snacks and liquids to attract the attention of employees of the line who do not eat in the canteen. 3. Train female employees. 4. Keep track of purchases and sales.
Threats	1. Purchase non-perishable foodstuffs in bulk to reduce costs and keep prices affordable, avoiding the lowest percentage of losses. 2. Apply the 5's tool for the canteen.	1. Expand the variety of dishes, so as to maintain a competitive advantage over the canteens installed outside the terminal. 2. Development of expense, purchase and sales records..

Table 1 SWOT Matrix

The quantitative weighting of the SWOT analysis was carried out.

In the factor column are the internal factors (first table) and the external factors (second table).

The percentage column shows the variable according to its intensity of impact. This column adds up to 100, i.e. the cumulative importance of each factor adds up to 100%.

The rating is assigned as follows (taking into consideration minor or major):

- 2 points: Force Majeure
- 1 point: Minor Force
- 2 points: Major Weakness
- 1 point: Minor Weakness
  
- 2 points: Major Chance
- 1 point: Minor Opportunity
- 2 points: Major Threat
- 1 point: Minor Threat

Finally, the weighting column is obtained by multiplying the percentage column with the rating column.

Factors	%	Rating	Weighting
Maintains affordable prices.	7	2	14
Due to the fact that the consumers are from a line of autotrasporte, the level is constant.	8	2	16
Open 365 days a year with extended hours.	6	2	12
Experience in the business.	7	2	14
Constant influx of people.	8	2	16
The line grants discount vouchers to its workers, which are only effective in the dining room.	8	2	16
No credit is given to consumers.	6	1	6
Lack of strategic planning within the cafeteria.	8	-2	-16
They do not receive all the vouchers from the workers, which translates into losses.	8	-2	-16
Resistance to change on the part of the owner, because she does not want to penetrate other plants.	7	-1	-7
Defined dishes.	7	-2	-14
Constant loss of utensils (cutlery).	4	-2	-8
Constant rotation of personnel.	4	-1	-4
Some employees bring food and use dining room supplies (sauces, napkins, forks, plates, etc.).	7	-1	-7
There is no control of expenses, purchases and sales.	5	-2	-10
<b>Results</b>	100%		12

Table 2 Weighting of internal factors (strengths and weaknesses)

Factors	%	Qualification	Ponderación
To cover other locations with the service	25	1	25
Expand its range of products (snacks and liquids).	25	2	50
Does not have a defined contract	15	-1	-15
There is competition.	10	-1	-10
Constant sanitary supervision.	10	-2	-20
Increase in input prices (food and gas).	15	-2	-30
<b>Results</b>	100%		0

Table 3 Weighting of external factors (opportunities and threats)

As can be seen from the weightings for the internal factors a value of 12 is obtained, while for the external factors a value of 0 is obtained, in order to better interpret this result the values mentioned above are shown in the following graph.



Figure 1 Quadrant of probable scenarios

Michael Porter's competitive analysis is presented below.

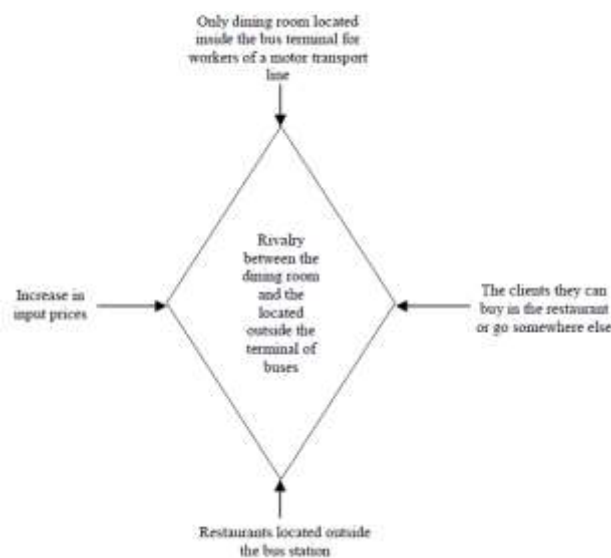


Figure 2 Porter Diamond

The client window is shown below.

Desea	
The customer wants and does not get: - A menu of dishes. - To be provided with cutlery when not consuming local food. - Credit. - -Snacks.	The customer wants and gets: - Vouchers redeemable for food. - Affordable prices. - Open 365 days a year. - Hygiene in food and facilities.
El customer does not want and does not get: - Your company to change supplier.	The customer does not want and gets: - Established dishes. - Bad service by some employees
No deseas	

Table 4 Client window

As can be seen in this tool, there are four different quadrants in which certain elements that intervene in the dining room are located.

In terms of the quadrant of what the customer wants and does not get, we find the menu of dishes, that they are given certain supplies (napkins and sauce) even when they as a customer do not consume food from the canteen, as well as credit from the canteen and that they are offered a wide variety of snacks and liquids in addition to meals.

In the quadrant called what the customer wants and obtains, it is observed that the customer has vouchers which the autotransport line gives him monthly, each voucher has a value of \$10.00, which are only valid in the autotransport line canteen, also that the prices of the canteen are accessible, as well as its opening hours and the hygiene of its facilities and food.

In the quadrant referring to what the customer does not want and does not get, reference is made to the change of owner of the canteen, it should be noted that this person has been providing her service in the autotransport line for four years.

Finally, in the area corresponding to what the client does not want and does not get, it is observed that there are established dishes and bad service from some of the employees.

After having carried out the analyses, the operational objectives for the company are presented:

1. To make a pattern where the list of ingredients that need to be bought is found.
2. To buy wholesale inputs that are not perishable.
3. Ask customers what dish they would like to see added to the menu.
4. After having asked the customers, find out which dishes are the most popular.
5. Budget for the cost of preparing the new dishes.
6. Consider that the dishes do not exceed the allowed price.
7. Train staff.
8. Expand the range of products: snacks and beverages.
9. Sell desirable cutlery to people who do not consume in the establishment.
10. To keep track of sales.

The following are the recommended strategic objectives to be implemented:

1. Offer the new dishes to increase sales by at least 5%, based on the previous year's records.
2. Penetrate other bus terminals.
3. Develop financial statements.
4. Apply the 5's tool.

### Acknowledgement

We are grateful to the Tecnológico Nacional de México / Instituto Tecnológico de Ciudad Madero for the facilities for the development of this research, as well as to the company installed in a bus terminal that provides food service.

Finally, a contingency plan is presented, which is numbered as follows:

1. The constant increase in food prices can have repercussions on the profits of the canteen. It is recommended that the workers of the bus line who do not consume food from the canteen be informed about the dishes on offer as well as the variety of snacks and liquids (the latter two are the ones proposed to be sold in the canteen) in order to attract them and at the same time not allow profits to fall but rather to increase or, failing that, to remain unchanged.
2. Due to the current uncertainty in economic issues and political changes, these factors have repercussions on the economy of the whole country; therefore, the owner of the canteen should consider a special capital, which could be needed in case of reinvesting in the canteen, or, failing that, liquidating the employees in case it is no longer profitable.
3. In case the customers are not happy with the new service, ask them what they do not like or expect to receive in order to make them feel that they are an important person for the canteen, with the aim of retaining them, while at the same time making them aware that their opinions are important for improvement and that they are an essential part of it.

4. In case the training is not enough for the employees to provide a good service, it is proposed that they be given some kind of incentive or, failing that, some extra activity such as a reprimand for not providing good customer service.

### Conclusions

When carrying out the quantitative weighting of the SWOT analysis, it is perceived that there are more internal factors in favour than external factors against, which places the canteen in a scenario of probably better potential, however, this does not mean that the company will always be in this scenario, which is why strategic planning is necessary for it to improve its weaknesses and take advantage of opportunities as well as its threats and maintain its strengths.

With the results of the quantitative weighting of the SWOT analysis, it can be seen that the company is probably in the quadrant with the best potential, so if strategic planning is applied, its potential could be maintained or increased.

Porter's Diamond was used, which showed that customers have great power in the canteen, as they can decide whether they want to eat there, with certain benefits, or go to other canteens, which are outside the head office.

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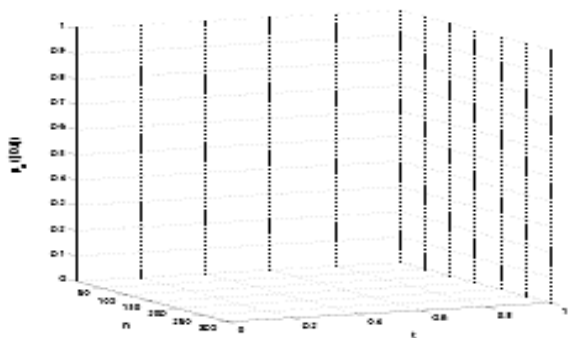
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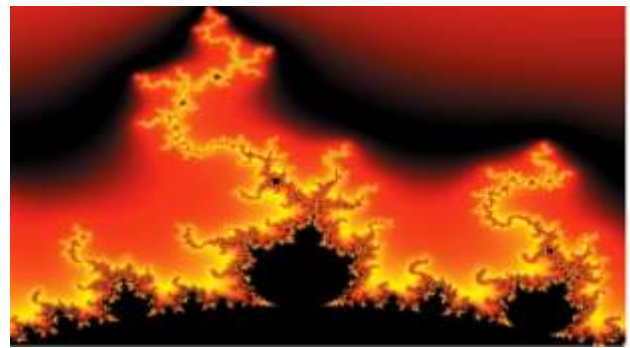
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