

## The industrial organizational climate: case study in a food enterprise in the state of Goiás, Brazil

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### Abstract

*Organizational behavior in different ways manifests itself in organizations, and the evolution and recognition of the environment and policies can be measured through the organizational climate. The authors aimed to examine the associations of significant correlations between the variables of the organizational climate construct, job stability, communication and leadership. The research methodological approach was quantitative, applying inferential statistical techniques under statistical significance ( $P$ -value  $< 0.05$ ). The results showed that job stability is correlated with the coefficient of 0.96 with leadership and 0.93 with communication, and between leadership and communication the coefficient was 0.91. After this analysis of the results it was concluded that in general the employees were satisfied with the management adopted by the organization and the tested variables presents a strong correlation.*

**Keywords:** job satisfaction, quality of life at work, organizational behavior.

## **INTRODUCTION**

The article in question proposes to analyze the organizational climate of the Caramuru Alimentos S.A. company sectors São Simão - GO unit, aiming to follow the best way to reach the desired result, identifying how to maintain the favorable climate so that there is a better performance of the employees' functions. The organizational climate has become an important tool for organizations to seek solutions to the deficiencies found through the research carried out, thus improving them.

Nowadays one of the most important assets within organizations is people; They are indispensable in the process and form the company's competitive differential, so it is important that they invest in employees, because they are the ones who achieve goals, achieve goals, generate results, provide increased profitability, who always need to be motivated to collaborate with the company. When it invests in its employees, it must also worry about the organizational climate, which plays a relevant role in their performance.

Organizations live in constant change, which consequently makes them look for ways to adapt to the changes, needs and goals imposed. Managers always need to improve and know how to deal with people, managing their internal conflicts, they also need to know how to maintain the quality of life within the organization, pay attention to the training of employees, and always seek to reduce costs. Organizations have their own peculiarities, each with its own identity, politics and characteristics, thus forming its culture.

Thus, it is of great value to apply the organizational climate research in organizations, which has gained great importance, as it contributes to the provision of information about the processes of the company and its employees, thus also resulting in the degree of their satisfaction in relation to various aspects inserted in the research universe. From this it is possible for the company to receive suggestions, allowing to identify which points to improve. The objective of the research is to verify if there is correlation between the variables employment stability, communication and leadership in the perception of employees in the composition of the organizational climate construct.

## **LITERATURE REVIEW**

People management consists of several activities that work in an integrated manner aimed at achieving the organization's goal and objective. Due to the large number of activities such as recruitment, selection, training, development, job description and others that are part of the scope of management, many authors decided to work these activities together, aiming at a better classification regarding its category, thus calling itself systems, processes or policies (Gil, 2010; Lustosa Bandeira et al., 2017).

Although each author has their own classification of people management activities, the main objective does not change from one to the other, since they aim to be well-worked and developed to achieve the expected results. Each company has its own management policy designated by the organization, according to its philosophy and its necessity, considering influential factors that corroborate its elaboration, such as organizational structure and culture, environments, economy, government, consumers, among others. others, which must be considered for policy making (Nacife, 2013; Tinti et al., 2017).

The authors Lacombe and Heilborn (2008) argue that the organization has a duty to make it clear how they want to treat people and position them within the organization in relation to the policy to be adopted. Thus, it is understood that companies must not only elaborate their policy but also define how to compensate their members, if they will be all or only some beneficiaries. So it is up to companies to decide which is the best way to adopt, because it is from your choice that you will have the vision if you can survive or not (Nacife, 2019b).

Therefore, it is noteworthy that each author has their classification in relation to people management activities, addressing them as systems or policies, but with common goals to the interrelation between each process to achieve the organizational goal. Therefore, it is very important that organizations define their processes considering their environments so that there is no failure during their execution, as they can compromise all the others, since both are interconnected.

An important indicator for measuring organizational behavior and the conduct of people management policies in an organization is the organizational climate survey. Organizational climate surveys began in the United States, approximately in the mid-1960s, through the work of Forehand and Gilmer (1964), attributing environmental factors to organizational behavior (Regis, 2010).

Although it is something fundamental nowadays, the climate research was neglected in the mid-1990s, as the organization exposed itself to research in the way that researchers were supposed to request information from their subordinates, in which the company was afraid of negative results. Damaging the way it was seen before everyone; Another reason is that at this time such research had a scientific character, not giving confidence to the companies in question (Regis, 2010). Other important information is that the organizational climate is a psychological atmosphere that resides in each organization, so it proposes the growth of the individual generating total satisfaction of their personal needs, so the organizational climate aims to understand the atmosphere present within organizations (Nacife, 2013).

Faced with many conceptions the organizational climate serves to point out where deficiencies are present in organizations, which in turn show the direction to seek solutions that may favor an integration from the personal as well as organizational point of view, which seek to understand each individual's conception. (Baccaro, 2009; Nacife, 2019a).

The importance of the organizational climate has to be taken very seriously, through which the organization has an improved view of its employees who work in it. Thus, it is up to a company's Human Resources department to handle the control of the organizational climate, as it seeks the satisfaction and motivation of its employees, increasing the degree of satisfaction of their own angle of vision with their workplace. Another function that the organizational climate imposes is to ensure continuous improvement in the professional environment of the organization and, consequently, reflect on the results, so the survey of organizational climate will always be a criterion to be followed frequently among its employees. (Nacife, 2013, Nacife, 2019).

Some ways to note the quality of an organization's organizational climate is to observe interpersonal conflicts, strikes, waste, disagreements among its employees, among other factors that signal that this factor is not being implemented or applied correctly. Climate research has only to add to one organization, as it is seen that it promotes a large number of improvements in an organization's internal and external relationships. To say that such a tool is not a determining factor is a mistake, because it is from this that one has the real notion of what its employees and customers have in mind about such a company and that if there is no fluidity in the system the organization can have serious risks regarding their positive results (Nacife, 2013). Publications about CO are few in number among the organizational studies in Brazil, but they have a wide theme because of the multidisciplinary of their influences, distinct from international studies. (Sobral & Mansur, 2013, s.p).

## **METHODOLOGY**

The research developed on organizational climate is classified as nature as a subject summary, as it is a research that addresses a topic already studied by several authors. The population was 304 active employees at Caramuru Alimentos SA unit of São Simão - GO, distributed in various sectors / departments: Ordinance, Classification, Administrative, Controlling, Logistic, ETE, Biodiesel, Quality Control, Neutralization, De-acidification, Canteen, Production, Reception, Preparation, Bran Treatment, Boiler, ETA, Extraction, Mechanical and Electrical Maintenance, SESMT, Total Quality Management, Tombador, Road Expedition and Water Expedition.

The research sample was classified as intentional and arbitrary for accessibility, where its size and scope meets the research objectives. Trial selection by intentionality of judgment, according to Creswell (2017) occurs when a researcher selects sample elements to meet some established criteria.

As for the collection instruments, the questionnaire was elaborated in the self-administered *survey* format and was divided into two distinct sections. The first section collected general data on the profile of the survey participants, and the second section on

organizational behavior. Assertive questions were answered based on a Likert scale, considering 1 to 5, as follows: (1) Irrelevant; (2) Unimportant; (3) Important; (4) Very important; (5) Essential.

The steps adopted to analyze the results were: (I) planning and elaboration of the questionnaires; (II) data collection; (III) data tabulation; (IV) preliminary data analysis, sample adequacy assessment and statistical measures; (V) application of statistical normality tests (Kolmogorov-Smirnov), and Cronbach's alpha; and (VI) Spearman correlation in variables and graphical exploration of consolidated data (Creswell, 2017). Data exploration and multivariate analysis were performed using the applications: free software R-Project, version 3.3.1, 2016 of the R Foundation for Statistical Computing and Microsoft Office Excel®.

Questions and indicators were chosen for the development of the research, as suggested by Nacife (2013). The indicators and their set provides the overall result of the organizational climate. The 12 organizational climate indicators for the application of the questionnaire were: Indicator # 1 - Work Support, Indicator # 2 - Compensation, Indicator # 3 - Leadership, Indicator # 4 - Communication, Indicator # 5 - Training and Development, Indicator # 6 - Stability in employment, Indicator # 7 - Participation, Indicator # 8 - Organizational Justice, Indicator # 9 - Organizational Infrastructure, Indicator # 10 - Quality Customer Service, Indicator # 11 - Commitment to Work and Indicator # 12 - Teamwork .

The present work was planned in conjunction with the managers of the São Simão unit, where the research possibilities, the variables, the sectors and other conditions for its accomplishment were discussed. It was then agreed that it must develop in the controllership, administrative and logistics sectors. Upon acceptance of the “*modis operantis*”, interviews were held with managers to extract information on company characteristics, variables studied, construction of the questionnaire (preparation of questions and formatting), production of questionnaires, application of research, creation and feeding of software / online form, data tabulation. and finally, the analysis of the results.

The questionnaire was formatted with 31 questions, 4 questions related to social profile, 2 questions related to professional profile and 25 questions concerning climate profile. The

questionnaires were applied only in three sectors, because the company management, after interview meetings, delimited the research to be applied in the controllership, administrative and logistic sectors, making this the object of the research in question.

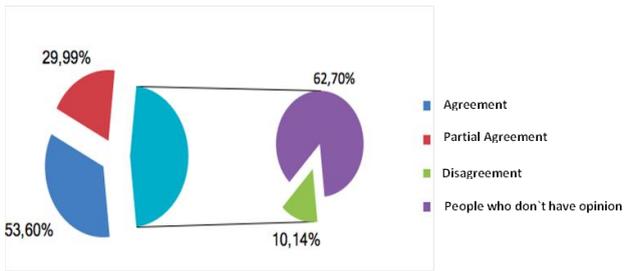
## **RESULTS AND DISCUSSIONS**

In order to contribute to a better understanding of the statistical technique to measure the adequacy of the data collection instrument applied, the reliability classification was calculated as a parameter based on the Cronbach's alpha coefficient calculation according to the limits presented by Freitas & Rodrigues (2005), which recommends values above 0.75. The statistical reliability of the survey was measured, resulting in a high consistency result for the questions, since Cronbach's alpha value was 0.956. The Kolmogorov-Smirnov normality test was applied to the database on all variables under the significance of  $P < 0.05$ , rejecting the null hypothesis.

Given the results that statistically validated the data, it was verified through descriptive statistics the social profile of employees, taking into consideration: gender, age, marital status, educational level, thus being able to define the general profile of employees of the organization. The social profile of the employees of the sectors studied in the company “Caramuru Alimentos SA” in which the Organizational Climate survey was conducted, found that most of them are male, 26% women and 74% men, aged 27 At 36 years of age, most are single, with high school education. The analysis of the professional profile of Caramuru Alimentos S.A. employees took into consideration the sector of activity and length of service in the company. From the results obtained it was found that most of the employees surveyed are working in the company for 1 to 3 years and most of them are in the administrative sector.

### **The organizational climate analysis**

In the general analysis of the administrative, logistics and controlling sectors in the company “Caramuru Alimentos SA”, the results obtained were 53.60% agreement, 29.99% partial agreement, 10.14% disagreement and 6.27%. has no opinion formed (Figure 1).



**Figure 1. General organizational climate**

Given these results, it can be inferred that the sampled employees of the organization are satisfied with their work and that the organizational climate is in the partial satisfaction range, which shows that it is favorable for a better progress of the processes. The favorable environment is fundamental for the consolidation of organizational objectives and enables the expansion of organizational development, which is essential for sustainability in the highly competitive market, also generating the conditions for the implementation of organizational meritocracy. (Tinti et al., 2017; Nacife, 2019a; Nacife, 2019b).



**Figure 2. Circle of the organizational climate**

Indicator number 6, which represents the perception of employees about the feeling of job stability, presented a satisfactory result with 4.24 points (Likert scale), that is, most of them feel safe regarding the permanence in the organization, although it is not a perception. full. It is inferred as an important indicator within the organizational climate construct, since it summarizes the perception of good

performance of other variables such as communication and leadership.

Communication was well evaluated in the survey, obtaining a satisfaction index 4.17 points. Given the result it is found that the information is transmitted clearly and that the means of communication is efficient, providing the information reach all its employees, providing security in the decision-making process and the formulation of various activities.

The lead resulted in a performance index of 4.28. A result at this level of assessment presented indicates that the leadership process was being well conducted in the organizational context. Part of the employees' motivation and recognition is due to their day-to-day leadership performance.

The scores obtained already collaborate to implicate the relationship between job stability and the communication process conducted by organizational leaders, from an empirical perspective, that is, based on evidence. Thus the next phase of the study was the deployment of the correlation test to statistically confirm or refute the research hypothesis and verify the final objective.

### Spearman's correlation analysis

The test was applied to all variables studied to compose the organizational climate construct, with expressive correlational performance for many combinations. But given the objective of the article, the object of analysis was restricted to variables 3, 4 and 6 (Table 1).

**Table 1. Correlation of variables**

Variables	1	2	3	4	5	6	7	8	9	10	11	12
1. Support at Work	1.00	0.84**	0.63**	0.64**	0.72**	0.67**	0.80**	0.29	0.72**	0.82**	0.55**	0.88**
2. Remuneration	0.84**	1.00	0.86**	0.82**	0.83**	0.88**	0.91**	0.66**	0.71**	0.88**	0.71**	0.85**
3. Leadership	0.63**	0.86**	1.00	0.91**	0.75**	0.97**	0.85**	0.83**	0.73**	0.75**	0.85**	0.69**
4. Communication	0.64**	0.82**	0.91**	1.00	0.78**	0.93**	0.92**	0.76**	0.72**	0.75**	0.90**	0.68**
5.Training and Development	0.72**	0.83**	0.75**	0.78**	1.00	0.78**	0.85**	0.71**	0.78**	0.81**	0.75**	0.84**
6. Employment stability	0.67**	0.88**	0.96**	0.93**	0.78**	1.00	0.88**	0.80**	0.78**	0.80**	0.82**	0.72**
7. Participation	0.80**	0.91**	0.85**	0.92**	0.85**	0.88**	1.00	0.72**	0.73**	0.82**	0.79**	0.79**
8. Organizational justice	0.29	0.66**	0.83**	0.76**	0.71**	0.80**	0.72**	1.00	0.54**	0.49*	0.75**	0.41*
9.Organizational Infrastructure	0.72**	0.71**	0.73**	0.72**	0.78**	0.78**	0.73**	0.54**	1.00	0.86**	0.59**	0.77**
10. Quality in customer service	0.82**	0.88**	0.75**	0.75**	0.81**	0.80**	0.82**	0.49*	0.86**	1.00	0.64**	0.90**
11. Commitment to work	0.55**	0.71**	0.85**	0.90**	0.75**	0.82**	0.79**	0.75**	0.59**	0.64**	1.00	0.59**
12. Teamwork	0.88**	0.85**	0.69**	0.68**	0.84**	0.72**	0.79**	0.41*	0.77**	0.90**	0.59**	1.00

Note. \*\*. The correlation is significant at level 0.01 (unilateral). \*. The correlation is significant at level 0.05 (unilateral).

Spearman's test verified under statistical significance (0.01), that job stability is correlated with the coefficient of 0.96 with leadership and 0.93 with communication, and between leadership and communication the coefficient was 0.91. It must be noted that a correlation coefficient close to zero indicates that there is no relationship between the two variables, and the variables get closer, they come to 1 or -1, and then the relationship becomes stronger. The tests in this study showed a high positive correlation between the variables analyzed, it can be inferred that in this case there is a positive relationship between job stability, communication and leadership. Correlation coefficients are used to identify and measure the relationship present in variables, which does not imply causality between them.

Job insecurity and concern about job stability, especially in times of global economic crisis, are relevant factors in the organizational climate. However, positive leadership and fair management have been able to mitigate insecurity and concern in the organization. Thus, promoting good, communicative leadership and fair administration would be important for organizations (Heponiemi et al., 2012). It must be noted that internal communication does not receive as much strategic attention as external communication in organizations. Some key leaders involved in organizational strategies see communication as a tactical tool rather than a strategic medium, failing to appreciate their leadership responsibilities or the complex nature of communication. (Leonard & Grobler, 2006).

The results demonstrate that leadership styles and communication skills have a significant effect on employee satisfaction and contribute greatly to the perception of job security (Wikaningrum & Yuniawan, 2018).

## **CONCLUSION**

The overall results show that the employees were satisfied with their work and that the organizational climate is positive and favorable for a better progress of the processes. It is found that the relationship stability in employment with communication skills and organizational leadership make up a positive relationship in the perception of employees of the organization.

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