

# Factors that influence the organizational climate of a higher education institution

## Factores que influyen en el clima organizacional de una institución de educación superior

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### Abstract

This research aims to describe the relationship of the organizational climate and; motivation, leadership, communication and organizational structure.

It is qualitative-quantitative, a questionnaire was prepared by conducting a census.

The results show that the organizational climate maintains a relationship with all the variables, highlighting communication and leadership and with some proposed indicators; this measurement shows the relationship with precision.

Unknown facts are revealed and this article contributes to the literature and methods of analysis

**Keywords:** organizational climate, motivation, leadership, communication and organizational structure

### Resumen

Esta investigación tiene como objetivo describir la relación del clima organizacional y la; motivación, liderazgo, comunicación y estructura organizacional.

Es cualitativo-cuantitativo, se preparó un cuestionario realizándose un censo.

Los resultados muestran que el clima organizacional mantiene una relación con todas las variables, destacando la comunicación y liderazgo y con algunos indicadores propuestos, esta medición muestra la relación con precisión.

Se revelan hechos que eran desconocidos y este artículo contribuye a la literatura y los métodos de análisis.

**Palabras clave:** clima organizacional, motivación, liderazgo, comunicación y estructura organizacional

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## 1. Introduction

This work has the objective of identifying, measuring and describing the variables that affect the organizational climate of the Michoacán Teaching Update Center. In the current context, the globalization process requires organizations, including educational organizations, to be efficient and effective in their processes, in order to achieve their objectives and be able to live up to the expectations that the market demands.

The work environment of the modern era is vastly different from that of the past because of the overwhelming challenges that organizations face at all levels. These challenges include increased competition; high levels of technological innovation; changes in the nature and structure of organizations; and challenges facing employees, such as redefining employment contracts, getting to grips with new business processes, flexible work patterns and work–life balance (Kangis & Williams, 2000). One channel through which the foregoing issues could be addressed is organizational climate (Borhandden Musah et al., 2016).

Among the many factors that influence the coveted achievement of efficiency and effectiveness in educational organizations, the organizational climate stands out as a vital element to favor work environments conducive for workers to perform their functions with excellence and thus collaborate to fulfill the objectives organizational. The organizational climate, in educational entities, is the environment perceived by the employees of an institution and in which they carry out their activities; influenced by several physical and emotional factors, therefore, susceptible to changes from one moment to another and from one organization to another. From the previous statement, it follows that the various factors that influence the determination of the organizational climate of this educational institution may vary in importance and between one institutions to another depending on the particular situation prevailing in each of them. The organizational climate is a key point to achieve efficiency and quality in educational organizations; however, do not forget that the atmosphere of schools depends in particular on the perceptions of the members involved, including their staff, a fundamental pillar in the operation of these institutions. Subsequently, the recommendations to improve the organizational climate of the Michoacán Teaching Update Center, contribute to the improvement of the deficient aspects, and reinforce the positive ones, so that the achievement of effectiveness and efficiency in the work performance contribute to the achievement of his objectives.

The results will be a useful tool for the institution to make the relevant decisions, aimed at improving the organizational climate, a transcendental factor for efficiency and effectiveness in its activities and the successful achievement of organizational and organizational objectives and decision-making.

Organisational climate has a long history in industrial and organisational psychology and organisational behavior. Its roots lie in the work of Kurt Lewin, in the late 1930s, in which the concept Organisational climate of psychological climate was initially addressed (Litwin & Stringer, 1968).

This research work examines the influence of motivation, Leadership, communication and organizational structure on the organizational climate of the Magisterium Update Center in Michoacán (CAMM), the relationship of the indicators with the dependent variable was analyzed to provide certainty in the Decision-making, Cronbach's Alpha, Spearman's correlation and structural equations were used to evaluate the theoretical model, and finally hypotheses were evaluated. This research addresses only the organizational climate with reference to the performance of the workforce.

### 1.1. Conceptual framework

The organizational climate is one of the significant characteristics in any systematic human complex and measuring it helps to the better conception of various and effective forces of any organization (Organ et al., 2006). Most theories explain how organizations systematically differ in their affective processes and how these

impact important organizational outcomes are lacking. Organizational climate theory climate provide a conceptual foundation to understanding its processes and effects in organizations. That through various sources of climate, such as company practices, leaders, and routines, organizations can create environments that promote among employees, certain types of affective experiences or expressions, specific uses of desirable affect for functional goals, and particular ways to manage undesirable emotions and moods (Parke & Seo, 2014). Within this context, in recent years there is a need for organizations to increase employee productivity (Gahlawat & Kundu, 2019).

Employee participation is generally perceived as an umbrella title within which a wide range of HR practices are found, possibly serving diverse interest groups (Cheng, 2014). Organizational climate, “a shared perception of what the organization is like in terms of practices, policies, procedures, routines, and rewards – what is important and what behaviors are expected and rewarded” (Bowen & Ostroff, 2004), has long been established as a critical determinant of organizational effectiveness (Ostroff et al., 2013). Increasingly, academics conceptualize the climate with a certain focus, such as strategic objectives, among which we can mention the processes in the organization, the communication, the achievement of the objectives. The organizational climate can be defined as “the set of shared perceptions, related with policies, practices and processes that an organization rewards, supports and expects” (Schneider & Reichers, 1983).

Among the elements that can affect the social environment of the organization, the communication of managerial functions is defined within the behaviors of the immediate superior, whose purpose is to clarify responsibilities and performance objectives (Yukl, 2006). Recent research papers have shown a direct, significant and positive relationship between these variables (Pérez et al., 2014).

This term is often referred to as a psychological climate is a multidimensional construct that comprises of a wide range of employees’ perceptions regarding the work setting (James & James, 1989). It is being observed that the perceptions regarding general organization climate develop affective responses toward work and more positive interactions among employees (Patterson et al., 2005).

Therefore, organizational climate can be defined as a psychologically meaningful job description of the work environment (Aarons & Sawitzky, 2006) and “a set of attributes specific to a particular organization that may be induced from the way the organization deals with its members and its environment” (Campbell et al., 1970): “For the individual member within an organization, climate takes the form of a set of attitudes and expectancies which describe the organization in terms of static characteristics...and behavior-outcome and outcome-outcome contingencies.” The organizational climate is determined by a series of characteristics that form a unique work environment in each organization and the perception that each of the members has and influences the performance of their functions. Analyzing the organizational climate gives tools to managers or managers tending to improve it, in order to become a means to achieve organizational objectives.

Within the same line of reasoning, employee participation consists of various tools that directly or indirectly enable and empower employees to contribute to decision making in the organizations. These tools typically include participative or consultative management, freedom of expression or discussion with supervisors, team work, intra-organizational task sharing, empowerment and participation in workplace reforms (Dundon & Wilkinson, 2012). Thus, Affective commitment, considered to be an important work attitude, in general, represents the emotional attachment of employees toward their organization. In Employees, it is mainly reflected by the presence of three components, namely, a strong desire to stay associated with the organization, fervor to put extra work efforts, and a solid belief in organizations’ mission and values (Allen & Meyer, 1990).

Theoretically, an organizational climate is regarded as an intermediate variable between the organizational context and responses or perceptions of the organizational members (Ruiz-Moreno et al., 2008). The formation

of the organizational climate is affected by the nature of interpersonal relationships, the nature of hierarchy, the nature of work, and management support and reward (Schneider et al., 1994), which in turn, influence the perception of a climate of support for innovation. To be innovative, organizations are advised to develop an organizational innovation climate (Hsu & Fan, 2010).

### **1.1.1. Motivation**

Employees' motivation represents a key factor which determine action and behaviors that materialize in effort and energy towards accomplishing the goals of the company and achieving also their own objectives. In this context, the organizational climate of the company influences employees' motivation and work performance, at the same time, performance at the workplace, it must be outlined the role of the organizational climate, as predictor of employees' motivation improvement (Rusua & Avasilcai, 2014). In the same way the organizational structure, the managerial behavior, company policies, decisions, the relationship with work colleagues, work facilities, the physical ambience, influence human resources motivation, satisfaction and overall organizational performance (Likert & Pyle, 1971). In this context, it is important to mention that in this research the factors that affect the organizational climate were proposed, among which work motivation as well as the indicators that measure this complex variable. Certainly, creating the right organizational climate has a positive influence on improving employee motivation and quite possibly will determine high performance in organizations and stimulate organizational results.

The motivation in colloquial terms is the force that encourages the individual to do something, which transferred to the organization, is a factor that achieves certain behavior in its members in favor of the achievement of institutional objectives; It is a primary factor for the success of the organization. Stephen & Robbins, (2009) defines motivation as the processes that affect the intensity; direction and persistence of the effort that an individual makes to achieve a goal.

For his part, Luthans (2008), mentions that: motivation is a process that begins with a physiological or psychological deficiency, or need, activating a behavior or tendency directed towards a goal or incentive. According to the previous concepts, it follows that motivation implies the set of those factors that an organization develops, with the objective of provoking a certain behavior of its workers, directed to the collective well-being and of the organization. That is how good interpersonal relationships and a healthy climate can help people to increase their own motivation to serve through voluntarism ( Licciardello et al., 2013).

### **1.1.2. Leadership**

Authentic leadership is highly valued in today's business world as it relates to positive outcomes for employees and organizations (Gill & Caza, 2018). Leadership is one of the aspects that most impacts the organizational climate, it is the leader who will frequently direct the staff towards the achievement of organizational goals. The type of leadership is one of the fundamental pillars for the success of the organization. The importance of the leader lies in its achievement of making its members work towards the organizational objectives.

Research has always studied the role of leadership in improving the effectiveness of employees and the subsequent effect on the results of the organization. Currently, interest in analyzing the role of leadership in the health and welfare of workers has increased (Pérez-Vallejo & Fernández-Muñoz , 2019). The impact of leadership on the organizational climate is discussed in the literature. However, further insight is necessary into how to improve the organizational climate through leadership based on recognition of achievement and teamwork ( Pérez-Vallejo & Fernández-Muñoz , 2019).

Robbins & Judge(2009), ensure that leadership plays a key role in an organization since it is the leader who directs and influences the individuals that make it up, towards the achievement of organizational objectives. Similarly,

Lussier & Achua (2011), affirm that leadership is the process of influence between leaders and followers to achieve organizational objectives through change.

Therefore, good leadership must have the capacity to resolve conflicts, plan and distribute work equally, show concern for the welfare of their subordinates, and have effective communication skills (MolineroRuiz et al., 2014). How the workers perceives that his immediate superior behaves and how the company treats him, are two aspects to consider if one wants to analyze the perception of the work environment, so establishing a leadership style and developing appropriate human resources practices are of higher priority than other organizational aspects (Pons et al. 2012).

An essential role of leadership is to recognize the contribution of workers and their performance to the achievement of objectives. When workers are recognized for their good work, the actions and behaviors desired by the organization coincide with the culture and objectives established in the organization being reinforced, thus achieving greater motivation in the workers (Parada , 2017). The esteem or recognition of achievement includes the recognition of managers to the effort made to perform the work, to receive adequate support, and fair treatment at work. The esteem represents a psychological compensation obtained sufficiently or insufficiently in exchange for the work performed and together with the prospects for promotion, job security, working conditions, and a salary appropriate to the demands of the job, constitutes the basis of compensation (MolineroRuiz et al., 2014).

Therefore, leaders have an important role to play in ensuring the productivity and sustainability of an organization and in the establishment of a positive organizational climate (Moslehpour et al., 2018).

### **1.1.3. Communication**

Organizational climate is the very personality of the organization. Thus, communication is the revival factor of the organization and its continuity and dynamism. The management processes are carried out through it. Conduct is corrected, information becomes productive and goals are realized. Effective communication is one of the key elements of every manager's success; for, information arrives as an important term in the organizational system in the light of effective communication and as soon as it steps into the organization, it requires an efficient communication system to be processed and flowed in the organization's vessels like blood (Hamze Alipour , 2011).

The communication process in a given organization encompasses several interactions; from informal conversations to complex information systems. Communication impacts the organizational climate of companies, fostering the understanding, acceptance and execution of organizational goals, hence playing a key role in the organization. For Robbins & Judge, (2009), communication must include transfer and understanding of meaning. Communication has four main functions within a group or organization: control, motivation, emotional expression and information. Keith, & Newstrom (2003), affirm that communication is the transfer of information and its understanding between one person and another. They add that organizations cannot exist without communication. In the absence of this, employees would not know what their co-workers do, administrators would not receive information, and supervisors and team leaders would not give instructions. With the aforementioned concepts, the importance of communication in organizations is defined, which is based on effective communication, and allows the values, mission and objectives of the organization to be transmitted, preserved and converted into actions.

Communication plays a very important role within organizations, both for the formulation, development and implementation of strategies, as well as to favor a committed attitude of the members towards their organization within a given context, culture or environment. In other words, communication has a fundamental impact on the organizational climate of companies, which must be efficient in order to achieve institutional objectives.

Therefore, success in the application of management procedures and techniques requires establishment of a strong and firm bridge between an appropriate climate and powerful and effective communication skills in any society and social system (Hamze Alipour , 2011).

#### **1.1.4. Organizational structure**

Besides organizational climate, organizational structure is also likely to affect the social interaction among organizational members, Organizational Structure is usually categorized into Three elements including formalization, centralization and integration (Chung-Jen & Jing-Wen, 2007).

For Soto (2001), the organizational structure, in general, is a description of the work of a company, through small units that coordinate with each other, so that the tasks required by the strategy of an organization are fulfilled. Every organization has an organizational structure; however they are not always designed to achieve the established goals. That is, planning requires actions that can be reduced by a structure that does not allow them to be carried out. The organizational climate is greatly impacted by the organizational structure. If it is designed for the achievement of the objectives, it will imminently create an atmosphere favorable to the labor development of people, which will be clearly reflected in the achievement of organizational goals. The importance of the organizational structure lies in the fact that the structural relationships in which people work have an effect on the attitudes and behavior of employees, thereby impacting the organizational climate and the pursuit of organizational goals.

Integrative work structure provides opportunities for employees to learn from their colleagues. By working together, sharing information, and watching out for one another, individuals could build communication and coordination channels to exchange relevant expertise and knowledge (Janz & Prasarnphanich , 2003).

Therefore, it is expected that When the organizational structure is less formalized, less centralized, and more integrated, social interaction among organizational members is more favorable (Chung-Jen & Jing-Wen, 2007).

Once the theoretical model is established, this work aims to describe the relationship that the organizational climate has with motivation, leadership, communication and organizational structure at the Michoacán Teacher Update Center (CAMM), raising the following question, objective and general hypotheses.

#### **General question**

¿How do the factors influence: motivation, leadership, communication and organizational structure in the organizational climate of the Magisterium Update Center in Michoacán?

#### **General objective**

Analyze the influence of the factors: motivation, leadership, communication and organizational structure in the organizational climate of the Magisterium Update Center in Michoacán.

#### **General hypothesis**

Motivation, leadership, communication and organizational structure are the main factors that influence the organizational climate of the Magisterium Update Center in Michoacán.

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## **2. Methodology**

This research work is descriptive, transversal, correlational and quantitative qualitative, a census was carried out with the population by applying a structure questionnaire to measure the perception of the research subjects of the organizational climate in workplace. This research was carried out at the CAMM (Michoacán Teaching Update Center) in June 2018, conducting a census with the staff working at the Michoacán Teaching Update Center, obtaining a response to the total of its elements (40), consisting of twenty-six (26) teachers, (including the

Director and two Assistant Directors: Academic and Administrative); nine (9) administrative and five (5) support staff workers. The application of the questionnaire was carried out individually in the institution where they work; in addition the application was assisted to clarify doubts in the questions of the questionnaire.

## 2.1. Data collection

The instrument for this research was designed with 70 questions, the first eight correspond to socioeconomic data of the research subjects and the remaining 62 correspond to the independent variables; Each question contains a Likert scale of five ranges, the questions of the measuring instrument were written in a conventional language to improve their understanding. 13 questions were established for the independent motivation variable, 14 for leadership, 18 for communication and 17 for the structure.

The pilot test was carried out with 10 people, 8 teachers and 2 administrators in which some editorial errors were detected, which were corrected; this data collection allowed measuring the reliability of the measuring instrument through the Cronbach Alpha using the Statistical Pack Social Science (SPSS) statistical package for this purpose and some other results. In other measurements, the Lisrel program was used for structural equations. In this case, an exploratory study and subsequently the confirmatory study was carried out to validate the model. The Web of Science and Scopus databases were reviewed to obtain articles for the elaboration of the theoretical framework. The tests that were carried out were the following: frequency measurement, information crossing or contingency tables, correlation and hypothesis verification using the SPSS and Lisrel.

## 3. Results

There are several socio-economic data of the research subjects, however, the last grade obtained is important to highlight it and the results are shown in table1

The validation of the measuring instrument was the first result obtained and is shown in table 2, for this purpose the SPSS software was used, the result shows a high level of confidence in the structure of the questionnaire; The correlation between Motivation, Leadership, Communication and Organizational Structure with the Organizational Climate of the CAMM, this measurement was made using the Spearman correlation coefficient, since they are non-parametric variables, it is visualized in Table 3. The results of the correlation coefficient were signifiers.

**Table 1**  
Last grade obtained

Education level	Quantity
Basic education	7
High school	6
Bachelor's degree	7
Master's degree	13
PhD degree	7
Total	40

Source: Own elaboration

Academic preparation is important, since it allows a better analysis of the answers to each question of the questionnaire, therefore, this socioeconomic data of the sample is relevant to mention.

**Table 2**  
Reliability Measurement

Alfa de Cronbach	Ítems
.967	62

Source: Own elaboration

The reliability of the instrument proved to be very acceptable, what it shows is a high internal consistency, because it has been applied in several previous studies and regularly shows a high Cronbach's alpha

**Table 3**  
Spearman's Correlation Analysis results

Independent variable	Dimensions	Indicators	Dependent variable
Motivation .835	Salary	Salary Amount	.112
	Recognition	Work done	-.001
	Incentives	Job performance	.573
	tasks	Taste for the work performed	.023
	Support for	Boss Support	.878
		Coworkers support	.452
Leadership .907	Leadership style	managers leadership Type	.415
	Decision making	Group participation	.693
		Asignación de las tareas	.533
	Conflict Treatment	Problem solving	.797
Communication .968	Information Channels	Effectiveness of information channels	.663
	interpersonal relationships	Influence of informal communication	.328
	Hierarchical levels	Functionality of formal communication channels	.657
	confidence level	level of trust with superiors	.778
		level of trust with coworkers	.479
	Goal setting and dissemination	Group participation in goal setting	.821
Communication of goals to staff		.600	
Organizational structure .877	Job Design	Institutional Organization Chart	.411
		Job and Function Manuals	.273
	Physical infrastructure	Physical facilities	.444
		Work team	.341
	Regulations, rules and policies	Determination, dissemination and application	.371
	Control	level of control, supervision and monitoring of tasks	.386

Source: Own elaboration based on research results



The results of the correlation (Table 3) indicate that the organizational climate is positively correlated with all the independent variables, however, communication and leadership are the most related, in the detailed analysis by measuring the communication indicators, the results show that there is a good participation of workers in the establishment of organizational objectives, likewise the indicator; degree of trust with superiors has a high relationship with the organizational climate, the indicators Functionality of formal communication channels and Effectiveness of information channels also have a good relationship with the dependent variable, Leadership indicators; Solution to problems, influence of managers and group participation maintain an important relationship with the dependent variable, it is important to highlight that in the motivation variable the salary amount is not a motivating factor as well as the work carried out, however, the resolution of problems through communication is very important to create and maintain a good organizational climate in this institution.

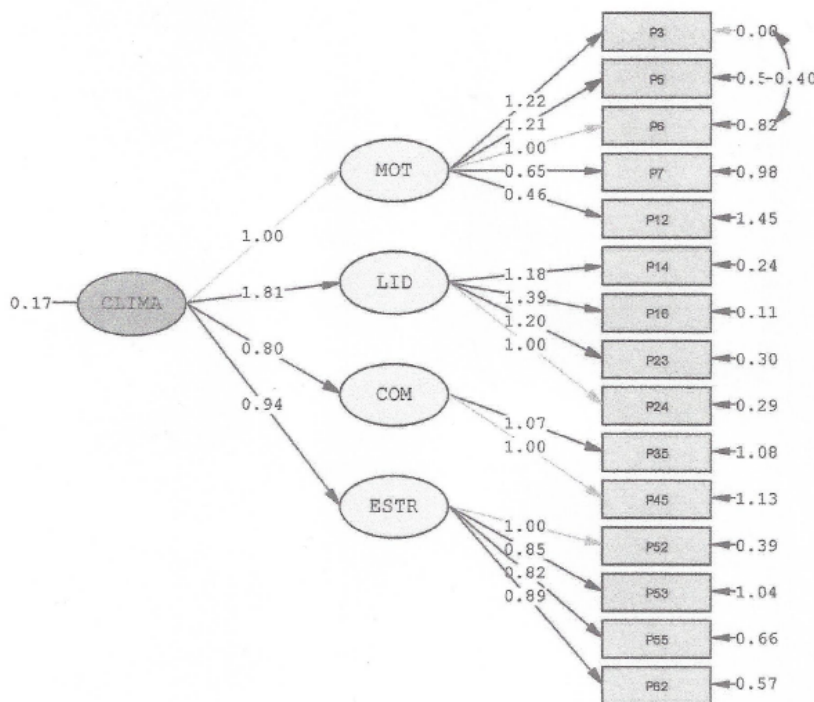
### Structural equation model of organizational climate

A structural equation model (SEM) was used for the analysis of the organizational climate in the CAMM, through Lisrel software, two main factor analyzes were used, first, the exploratory study. Analysis (EFA) using the statistical package for the social sciences (SPSS), second, confirmatory factor analysis (CFA).

Independent variables are known as exogenous variables, endogenous variables are similar to dependent variables. These are two other terms that are associated with SEM (Schreiber et al., 2006). The purpose of the SEM model is to explore the interrelationship among latent variables, as described by (Xiong et al., 2015).

For measuring the relationships of research variables, structural equation modelling was used. The basic estimated model was mapped by determining the latent independent and dependent variables and defining the external and internal relationships among them using the LISREL software (Figure 1).

**Figure 1**  
structural equation model for the study variables



Source: Own elaboration based on research data

**Model goodness-of-fit**

The testing of the model and the assessment of fit is one of the most debated and discussed issues in structural equation models. ( Jöreskog et al., 2016). Lisrel provides some indicators for model goodness-of-fit. In Table 4, several main indicators of this type were shown with their values. Considering the values of goodness of fit indicators.

**Table 4**  
Results of goodness of fit

Indicator	Value
Normal Theory Weighted Least Squares Chi-Square	109.767
Satorra-Bentler Scaled Chi-Square	102.801
RMSEA	0.0118
Standardized RMR	0.0113
Non-Normed Fit Index (NNFI)	0.967
Comparative Fit Index (CFI)	0.957

Source: Own elaboration based on research data

The RMSEA index is considered optimal when its values are less than 0.06 (Hu & Bentler, 1998). For this particular case the results of RMSEA is acceptable.

The Standardized RMR its value of 0.0113 is clearly less than 0.05 is therefore, is highly accepted by a wide margin.

The Non-Normed Fit Index NNFI shows a value of .096 slightly higher than 0.95 indicates an acceptable setting and the Comparative Fit Index (CFI) t also shows a value slightly higher than .95 indicates an acceptable setting.

**Hypothesis testing**

**Table 5**  
hypothesis test summary

Null hypothesis	Test	Signi.	Decision
Organizational Climate- Motivation	Ranks test with Wilcoxon signs for related samples	.000	Reject null hypothesis
Organizational Climate- Leadership	Ranks test with Wilcoxon signs for related samples	.000	Reject null hypothesis
Organizational Climate- Communication	Ranks test with Wilcoxon signs for related samples	.000	Reject null hypothesis
Organizational Climate- Organizational structure	Ranks test with Wilcoxon signs for related samples	.000	Reject null hypothesis
The level of significance is .05			

Source: Own elaboration based on research data

Table 5 shows the summary of the hypothesis test for each independent variable with the dependent variable, through the SPSS software, the Wilcoxon test was performed for related samples in addition to having the criterion that they are non-parametric and ordinal variables. The results show that in all tests the null hypothesis is rejected and the working hypothesis is accepted.

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## 4. Conclusions

Organizational climate is a topic widely studied by administration researchers, however, not everything is said on this topic, since cultures and contexts are different in many ways, therefore, organizational climate will always be investigated to improve interpersonal relations and efficiency in the organization applying the existing theory. It is evident that the answers to the questions asked helped to identify and measure the factors that most influence the organizational climate of this institution, this will help position it as a critical organizational mechanism connecting affective processes at the individual and group level with sought and strategic results.

The findings contribute to knowledge about the organizational climate in establishing organizational effectiveness. The results obtained in this work could somehow be inferred from previous knowledge or the same experience, possibly now is the time to rethink a different research strategy to obtain different or new results. At this point it is important to remember the objective of this research, "Analyze the influence of motivation, leadership, communication and organizational structure on the organizational climate of the Teaching Updating Center in Michoacán."

The results that were achieved with the measurements made in this investigation explain the established objective and elucidate the hypotheses. It is important to mention that the studies carried out on the global organizational climate are extensive, however, this multifactorial phenomenon does not detract from it, since through the existing climate in organizations it can be a factor of efficiency or inefficiency in the institution. It is clear that with each investigation on this topic, knowledge and information increase, but it also shows the asymmetries that exist in different institutions, cities and countries regarding this phenomenon. The publications on this topic do not show the verification of the results of the investigation with the facts, that is, the attitudes evaluated are not contrasted with reality, which weakens the veracity of the information generated in relation to the objectivity of the results.

All institutions are different, but all are affected by the organizational climate. In the case of CAMM, the results show that the organization's climate is sensitive to the variables studied, highlighting communication as the one with the greatest relationship, perhaps for other organizations, motivation. It would be more shocking. 29 respondents have a length of employment ranging from 11 years to 32 years of work, those with 20 to 32 years of age perceive the improvement in the work environment with greater disbelief, it is inferred that the greater the length of time at work, There is less Convincing that things would work would improve. 26 workers with the best academic preparation believe that motivation is the most impressive factor in improving CAMM's organizational climate.

The communication variable is the one with the highest relationship with the organizational climate, the results related to the effects of communication on the organizational climate of the Teaching Updating Center in Michoacán, show that the greater and more efficient the communication, the better the labor environment will become. If the communication channels do not flow adequately, they cause confusion in the functions of their members, erroneous communication and not knowing the organizational goals.

Leadership is another factor that 18 of the respondents consider that managers' decisions do not help to create a good climate in the organization, in relation to communication. 32 of the respondents consider communication vital in creating a good work environment.

In organizations, meetings to express and learn about the state of the work environment must be frequent and detect the factors that affect them and take proactive and non-reactive actions. In organizations like CAMM, they are affected by other exogenous variables such as politics, unions and the environment in general. In this

situation, workers often do not have the ability to discern these. Finally, it is evident to deepen the investigation on the organizational climate by adding other variables and deepening with those already examined.

Targeted or not, organizations develop domain-specific climates that impact their strategic results. In this article we seek to identify a critical domain of the organization, its correct functioning is the result of an affective climate in which organizations systematically configure affective processes. At the organizational level, the theory provides the basis for understanding what affects the organizational climate, however sometimes reality outweighs the research results. Organizational climate plays the role of creating and maintaining organizational efficiency. As mentioned above, it is important to develop future research to continue identifying the elements that affect the organizational climate, as well as its effects on the organization's processes and to know its efficiency through the development of multiple levels of analysis. This research yielded interesting data on the indicators that affect the independent variables and that impact the climate in the CAMM and that will serve as an important input for decision-making in this institution in order to seek continuous improvement and is through the Research how things can be done and improved by seeking excellence for the organization's internal and external customers.

Theorists suggest that organizations can systematically develop, whether intentionally or unintentionally, prototypes of distinctive affect that shape collective affective processes and impact outcomes for their members and as a consequence the organizational climate

It is necessary to continue conducting research on this topic in search of organizational excellence, despite the increasing diversity of factors that affect the company.

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