

## THE ORGANIZATIONAL CLIMATE LABORAL PERFORMANCE OF THE PERSONNEL OF THE HUMAN RESOURCES AREA. CASE: INTERNATIONAL OUTSOURCING.



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### ABSTRACT

**Objective:** Investigate factors that affect the correct laboral performance and the normal development of functions, starting from the perspective of organizational climate. **Methods:** The research carried out was no experimental, descriptive correlational. For this research applied a survey with 46 questions, this survey allowed the collection and analysis of data, for that it was used the scale of Likert applied to 62 people randomly selected. **Results:** It was verify the factor that influence in organizational climate that finally applied influence in laboral performance. **Conclusions:** It is confirm that exist a problematic related with organizational climate, finally this problematic cause an impact in laboral performance of workers, that problematic is originated because workers do not have an adequate motivation in order to perform their functions, It concludes that workers perceive that if they continue working in the company, they do not have a professional growth. It is verify that collaborators perceive that do not have a recognition for the efforts. It is confirm that collaborators fell that the organization do not have an adequate corporative communication.

**Keywords:** Organizational climate, laboral performance, environment, motivation, competency.

## INTRODUCTION

The study it arose due the interest and necessity to search improve organizational climate, and through this improvement get repercussions in laboral performance, in order to improve the competitive situation in local and international level, with this the company continue with its international expansion stage in the markets that are consolidated and the possibility to explore new markets and attract new clients.

Palma (2004) define the organizational climate referring to laboral environment, cultural, technological and ergonomics, with this, climate it is understood as the proper perception in order to link with environment of job, it allows to be a diagnosis that orients preventive and corrective actions, necessary to optimize and strengthen the functioning of process and organizational results.

Chiavenato (2007) proposed the definition of laboral performance like actions and observed behaviors in workers that are relevant for organizational objectives, and can be mesured in terms of the competences of each individual and their level. The results and the performance of the collaborators of the organization are related with knowledge, skills, motivation, leadership, sense of belonging and recognition that allows to contribute with business goals. Tell us that companies must have the power and guarantee adequate working conditions, in this way persons can be measurements about their laboral performance and is possible to know when aply the correctives.

Quispe (2015) It is proposed as an objective determine the relationship between the organizational climate and laboral performance.

Concludes that the variables identified as labor motivation and productivity report a direct relationship in laboral performance of workers. Recommends the correct use of motivation, and includes other ways to motivate workers like: labor recognition, promotions, vacations, increase of remunerations.

Pasturino (1999) maintains that in the structure of a company is important identify the reasons, the character, the concept of oneself and the knowledge in its workers, this can be used as a system to predict possible reactions and possible forms of behavior, this would also help us to predict the degree of performance that will be achieved

Hooghiemstra (1996) indicates that competencies consist in all that is generated in persons as strengths, can be the reasons, character traits, self-conception, attitudes or values, knowledge content and cognitive or behavioral skills, in general all particular characteristic that can be measured with reliability and can demonstrate the difference between workers that have an excellent performance and workers that have regular performance.

The company under study is an international outsourcing of human resources, different companias in 15 countris in South America and Central America trust their processes of human resources in the company. Each company that outsources its processes has a project and a specialized team, the area object of study of present investigation makes the proyect of one of the most important companies of telecommunications in our contry, carrying out its Human Resources processes in 9 Latin American countries.

Latin America is considered the region in which countries around the world trust to outsource their processes, this due to the quality of the service offered, the low costs and the adaptability to the requirements of the clients. Previously the undisputed leading countries as outsourcing destinations were India, China and Malaysia, notwithstanding nowadays in order to disperse the risks companies diversify their outsourcing hubs. This included nearshore destinations like Latin America and offshore like India and China

The correct labor performance of workers, it is obtained through an adequate organizational climate, to achieve it, it is essential to have suitable people, that have an adequate profile, communicate with the culture of the company, that have the capacity to develop the functions that are proposed or assigned, that finally contribute in the achievement of the objectives of the organization.

The competitiveness of the organization in terms of international Outsourcing must be accompanied by the country's competitiveness in this area, in that way comparing outsourcing in the Latin American market we have the next results: In the region, Brazil is the country that outsources more, with a average of 33,5%; Colombia is the second country in our region that use this practice with 30,8%; Argentina occupies the third place of outsourcing in the region with 19% and in fourth place appear our country with 5,1%, one of the countries in the region that practice less outsourcing is Chile that represent 0,6% of outsourcing in South American level.

In our country the companies that have more

experience in this item was Manpower, Adecco, Overall Business and People Outsourcing, this companies are also members of Asociación de empresas de tercerización y trabajo temporal de Perú (AETT), This association is responsible for representing the companies dedicated to outsourcing to different public and private entities, one of its main achievements is its participation in shaping the current law on Labor Intermediation 27626. Also this association is an active member of Confederación Mundial del Empleo (Bruselas) y la Confederación Latinoamericana de Empleo (Colombia).

(Inversor Latam, 2016) Staffing Industry Analysts carried out a study called The subcontracting of companies in Latin America, the result of this study found that the total value of the outsourcing in the region was 47 800 millions of dollars, of the total amount Brazil obtained 35 400 millions of dollars and have the first place in the region and Colombia have the second place with the amount of 4 450 millions of dollars, it is also considered that Mexico has potential for the development of this industry, currently the amount traded is 1 457 million dollars per year.

In Latin America operate 37 000 companies dedicated to outsourcing, of that companies, 35 000 are Brazilian companies. Also it is considered that companies that have more success in this item are Manpower, that have operations in all the region and Adecco, this two companies operate in our country.

#### Research Problem

In the company object of study are visualized problems linked to organizational climate, among which could be identified distance by the manager

for the área, Lack of trust on the part of the collaborators to express their ideas, that results in lack of assertive communication.

The constant dialogue between leaders and collaborators could offer a solution in order to prevent negative work environment, in other way lack of communication can generated misunderstandings and lack of acceptance of the representatives of the authority in the company.

Another factor that could influence the organizational climate is the hiring of not trained staff, who do not have the capacity to perform the functions, as a result, discomfort is obtained in the collaborators. If the company continue with this action can lose personal that have the capacity.

Hire staff without a proper recruitment and selection process can lead to collaborators taking radical decisions such as moving away from the company because they see an obstruction in their personal and professional growth, in addition to affecting their own personal welfare.

In addition to this conflict, we can found the lack of induction, training and updates to strengthen skills and develop new capabilities in collaborators

Other conflic is the lack of motivation triggered by the lack of recognition and economic retribution.

Assess the organizational climate and the impact that can obtain in workers provides an indicator that facilitates the strengthening of the conditions for organizational performance origin of the achievements of the company and its

employees

Hypothesis:

The work performance is associated with the organizational climate of Human Resources staff of an international outsourcing in the year 2017.

Objective:

Identify the relationship of the organizational climate with the laboral performance of Human Resources staff of an international outsourcing.

## **MATERIAL AND METHODS**

In order to demonstrate the exist relation between organizational climate an laboral performance, we investigated the workers of the company object of study with the finality of found and propose solutions, that can be exposed to the organization like a posibilidad of improvement, this efforts were made with the finality of attract and search new clients in latin america offering them a consolidated services of international outsourcing of human resources that offer trust in their process.

In this case was used the quantitative method, this method includes data collection, synthesis and analysis in order to achieve understand the problem that is being studied, looking for the solution to the problem found.

Research design

Following the description (Hernandez, 2006), the research was no experimental, it was done without manipulation of the variables

In that sense, the research observe the phenomen as they occur in their natural context without suffering alterations, persons are analized in the

natural environment in their own reality.

equal or greater to 0.6

The research was developed in a fixed point of time, that cover acts and situations that occur during 2017, so, it is possible classify like a research no experimental transversal, descriptive correlational

In that sense, it was obtained the next result:

|              |                     |             |
|--------------|---------------------|-------------|
| K            | 46                  |             |
| $\Sigma v_i$ | 44,60735            |             |
|              | 06                  |             |
| Vt           | 25,83421            |             |
|              | 47                  |             |
| Section 1    | $K/(K-1)$           | 1,02222222  |
| Section 2    | $1-(\Sigma v_i/Vt)$ | -0,72667724 |
| ABS          |                     | 0,72667724  |
| Cronbach     |                     | 0,74282563  |

In the research no experimental all the situation are no altered, in other way existing situations are observed, in that sense the transversal research collect data in just one moment, in a determined and unique space. The objective is describe the variables and analyze their influence and relationship in a specific momento.

With the analyzed, the reliability value of the applied questionnaire is checked.

In order to demonstrate the reliability of the variable we used the Cronbach analysis, with that analysis, when the value of alpha is closer to 1 we have a greater internal consistency of the items analyzed

The variables used for the development of the research are:

Independent variable: Organizational environment

Dependent variable: laboral performance

The dimensions considered are:

A questionnaire of 46 questions was used, based in Likert scale, distributed by the indicators of each

Para Huh Delome & Reid (2006) the reliability value in a exploratory investigation have to be

Table 1  
Research variables

|                      | Variables                  | Dimension                 |
|----------------------|----------------------------|---------------------------|
| Independent variable | Organizational environment | Environment               |
|                      |                            | Perception                |
|                      |                            | Corporative communication |
| Dependiente variable | Laboral performance        | Behavior                  |
|                      |                            | Competitions              |
|                      |                            | Motivation                |

Source: Own elaboration

variable, the questionnaire was apply in confidential form,  
 In total was 62 persons in Human Resources área of a international outsourcing.  
 The answers obtained were processed using the SPSS program.

**RESULTS**

This part of the article shows the results obtained throughout the investigation, seeking to

determine the relationship between the organizational climate and laboral performance  
 For this 62 people were surveyed and the results are:

In order to evaluate organizational environment, the environmental dimension was investigated, considering as indicators the environment, the physical environment and working conditions, finding as the most relevant results:

In order to evaluate environment, we measure perceived environment, the question was The

Table 2  
*Environment dimesion*

|                       | Question  | Results           | Percentage |
|-----------------------|---|-------------------|------------|
| Perceived environment | The scope created by my boss does not allow me to have the confidence to express myself | Strongly agree    | 9.7        |
|                       |   | Agree             | 38.7       |
|                       |   | Indifferent       | 19.4       |
|                       |   | In disagreement   | 30.6       |
|                       |   | Strongly disagree | 1.6        |
| Work conditions       | The company gives me the resources I need to be able to develop my work                 | Strongly agree    | 30.6       |
|                       |   | Agree             | 46.8       |
|                       |   | Indifferent       | 22.6       |
|                       |   | In disagreement   | 0          |
|                       |   | Strongly disagree | 0          |

Source: Own elaboration

scope created by my boss does not allow me to have the confidence to express myself. In that sense considering the results, it can be inferred that most of the collaborators coincide in that their immediate superior does not give them the security and trust to express themselves freely.

In order to measure environment, we evaluate work condition, the question was The company

gives me the resources I need to be able to develop my work. Evaluating the results it can be inferred that the collaborators are satisfied with the resources assigned to them for the development of their functions, therefore the collaborators should not present disadvantages of lack of resources when performing their tasks.

The Perception dimension was also analyzed, with horizontal treatment and wellness as indicators.

In order to measure perception, we evaluate horizontal treatment, the question was I feel that the treatment of people in the company is fair and

Table 3  
Perception dimension

|                      | Question  | Results           | Percentage |
|----------------------|---|-------------------|------------|
| Horizontal treatment | I feel that the treatment of people in the company is fair and no differences of any kind are     | Strongly agree    | 0          |
|                      |   | Agree             | 0          |
|                      |   | Indifferent       | 40.3       |
|                      |   | In disagreement   | 48.4       |
| Wellness             | made<br>It considers that the company offers a remuneration according to its academic preparation | Strongly disagree | 11.3       |
|                      |   | Strongly agree    | 6.5        |
|                      |   | Agree             | 17.7       |
|                      |   | Indifferent       | 11.3       |
|                      |   | In disagreement   | 51.6       |
|                      |   | Strongly disagree | 12.9       |

Source: Own elaboration

no differences of any kind are made. Considering the 5 alternatives offered, we can infer that the collaborators clearly notice that the treatment offered to them is not fair and that there are differences therefore unequal treatment.

In order to measure perception, we evaluate wellness the question was It considers that the company offers a remuneration according to its academic preparation

Considering the answers given, we can

conclude that the collaborators do not feel properly remunerated economically according to the academic preparation they have.

Finally we analyze corporative communication dimension, having as indicators the ascending communication, descending communication and internal communication, the results was:

Table 4

Corporate communication dimension

|                                 | <u>Question</u>   | <u>Results</u>           | <u>Percentage</u> |
|---------------------------------|---|--------------------------|-------------------|
| <u>Ascending communication</u>  | It considers that the company appreciates the ideas that collaborators can contribute | <u>Strongly agree</u>    | 1.6               |
|                                 |   | <u>Agree</u>             | 22.6              |
|                                 |   | <u>Indifferent</u>       | 32.3              |
|                                 |   | <u>In disagreement</u>   | 38.7              |
| <u>Descending communication</u> | The leaders are not accessible to questions and suggestions from employees            | <u>Strongly agree</u>    | 11.3              |
|                                 |   | <u>Agree</u>             | 43.5              |
|                                 |   | <u>Indifferent</u>       | 29                |
|                                 |   | <u>In disagreement</u>   | 14.5              |
|                                 |   | <u>Strongly disagree</u> | 1.6               |

Source: Own elaboration

Evaluating Ascending communication the answer was It considers that the company appreciates the ideas that collaborators can contribute, considering the results obtained, we can infer that the collaborators feel that the ascending communication is not positive, they indicate that their ideas are not valued therefore they are not taken into account to make important decisions of the organization.

Evaluating descending communication the question was The leaders are not accessible to

questions and suggestions from employees. Taking into account the information provided by the collaborators, it is concluded that the collaborators do not find the communication with the immediate superior accessible, In this sense, it can be affirmed that the descending communication is not positive.

In order to evaluate the laboral performance, the Competencies dimension was investigated, having as indicators the personal development and training

Table 5  
Competition dimension

|                      | Question   | Results           | Percentage |
|----------------------|--|-------------------|------------|
| Personal development | The company allows me to innovate and be creative in the development of my functions       | Strongly agree    | 0          |
|                      |  | Agree             | 0          |
|                      |  | Indifferent       | 19,4       |
|                      |  | In disagreement   | 51,6       |
|                      |  | Strongly disagree | 29         |
| Training             | The company does not provide me the necessary training for the development of my functions | Strongly agree    | 17,7       |
|                      |  | Agree             | 54,8       |
|                      |  | Indifferent       | 19,4       |
|                      |  | In disagreement   | 8,1        |
|                      |  | Strongly disagree | 0          |

Source: Own elaboration

In order to evaluate competence we measure personal development, the question was The company allows me to innovate and be creative in the development of my functions, based on the answers given, we can conclude that the collaborators do not have the freedom to develop their functions.

In order to evaluate competence we measure training the question was The company does not provide me the necessary training for the development of my functions, In this sense, we can infer that a large part of the employees of the

Human Resources area feel that they are not provided with the necessary training for the proper development of their functions.

Finally, the motivation dimension was analyzed, having as indicators the recognition, monetary incentive and professional growth, the results was:

Table 6

*Motivation dimension*

|                     | Question   | Results           | Percentage |
|---------------------|--|-------------------|------------|
| Monetary incentive  | Consider that the economic compensation that receive is not in accordance with his functions or the demand of the labor market | Strongly agree    | 14,5       |
|                     |  | Agree             | 61,3       |
|                     |  | Indifferent       | 9,7        |
|                     |  | In disagreement   | 14,5       |
|                     |  | Strongly disagree | 0          |
| Professional growth | I would like to stay in the company for a long time to continue developing professionally                                      | Strongly agree    | 6,5        |
|                     |  | Agree             | 12,9       |
|                     |  | Indifferent       | 16,1       |
|                     |  | In disagreement   | 48,4       |
|                     |  | Strongly disagree | 16,1       |

Source: Own elaboration

In order to evaluate motivation we measure monetary incentive the question was Consider that the economic compensation that receive is not in accordance with his functions or the demand of the labor market. According to the answers given, we can infer that the collaborators are not satisfied with the economic compensation they are given.

In order to evaluate motivation we measure professional growth the question was I would like to stay in the company for a long time to continue developing professionally. Considering the answers given by the collaborators, we can conclude that they have no interest in developing a long-term career in the company.

A series of conclusions are drawn from the present investigation:

It is confirmed that there is a clear problem of organizational environment, the same that finally influences the work performance of employees, the workers do not have an adequate motivation to perform their functions.

It is concluded that employees perceive that if they continue working in the company they would not have professional growth, It also verifies that workers perceive that they are not given adequate recognition for the effort made during the performance of their functions

It is confirmed that employees feel that there is no adequate corporate communication, finally it affects their recognition, professional growth, monetary incentives and training.

## DISCUSSION

Taking into account what Quispe (2015) described, based in Bain (2003) noting the existence of 2 factors; improvement of the levels of productivity and labor performance, For the present investigation, internal factors were taken into account, these factors are likely to be modified more easily, in that sense, the need arises to be qualified in 2 groups: hard and soft In this case, taking into account the hard factors described by Quispe (2015) it is contrasted that the company does grant material resources necessary so that employees can develop their functions with freedom in that sense there should be no problems related to lack of material resources in the development of their functions

taking into account the soft factors described by Quispe (2015) it is verified that the collaborators perceive that the treatment that is offered to them is not fair and they make socioeconomic, racial or age differences. it is understood that there are obvious difficulties in the horizontal treatment of collaborators. It is contrasted that the collaborators consider that the ideas they propose are not heard by their immediate superiors they feel that their contributions are not appreciated by the company.

We can talk about motivation to achievement and motivation to power, the first is considered as the impulse to overcome and the second is considered as the need to make the environment or the world fit the image.

Analyzing results and McClelland's motivation theory, it is concluded that in the company the problem related to the recognition arises because the immediate superiors do not recognize the work done with effort, in that

sense the collaborators do not have an impulse to overcome or expectations.

Palma (2004) gives an approach that starts from psychology, this approach indicates that the organizational environment is understood as the degree of perception about variables linked to the environment in which one Works, this helps to take actions to prevent and correct, these actions are needed in order to achieve process optimization and favorable results for the organization.

In this sense and having evaluated the respective variables we find the next factors of the organizational environment that are related to the labor performance:

It is confirmed that employees feel that they are not given a proper economic compensation according to their academic preparation, which finally has an impact on the wellness of the personnel that works in the area of Human Resources.

It is verified that the company does not allow the development of innovative ideas, In this sense, the skills and even the development expectations of the collaborators would be limited

The existence of problems related to personal development is confirmed, because the research results in the employees feel that they are not allowed to innovate or be creative in the development of their functions.

It is verified that the training required by workers is not provided for the development of their functions, which directly affects job performance.

It confirms the existence of another factor of

motivation that leads us to identify the problems related to monetary incentive, because the economic compensation they receive is not in accordance with their functions or the demand of the labor market

It is contrasted that the most outstanding problem that arises in the investigation, is the one referred to professional growth inside the company, because the investigation shows that the collaborators would not like to stay in the company in the future, in this sense, it is confirmed that the company could have a problem of talent drain in the near future.

With the above, it is concluded that there is a relationship between the organizational environment and labor performance, the factors investigated among which highlight the environment, corporate communication and motivation end by evidencing how each circumstance originated by the organizational environment has an effect on labor performance. One of the most relevant results is that obtained in the corporate communication dimension where the fronts internal communication, ascending communication and descending communication are evaluated, after evaluating the respective factors, it is concluded that workers do not have the confidence to express themselves with their bosses, it is contrasted that the head office is not accessible to receive questions or suggestions, therefore a disadvantage in the communication with the immediate superiors is discovered, the same ones that are not open to listen to opinions. In this sense, this dimension of corporate communication is considered the most important to emphasize considering the implication that is having on the labor performance of the workers. Finally, the

aforementioned factors end up having an impact on the work performance of workers in the human resources area of international outsourcing.

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