



Organizational climate: A perspective from the SMEs of the Quevedo canton

Clima organizacional: Una perspectiva desde las PYMES del cantón Quevedo

Velásquez-Gómez, Baldramina^{1*}

Bolaños-Robles, Mirna¹

Alvarado-Vásquez, Kerly²

¹Universidad Estatal Técnica de Quevedo, Quevedo, Ecuador

²Facultad de Ciencias Aplicadas a la Industria Alimentaria, Doctorado en Ingeniería de Productos y Procesos de la Industria Alimentaria, Universidad Nacional del Cuyo, Mendoza, Argentina

Received: 03 Oct. 2024 | **Accepted:** 21 Dec. 2024 | **Published:** 20 Jan. 2025

Corresponding author*: bvelasquezg@uteq.edu.ec

How to cite this article: Velásquez-Gómez, B., Bolaños-Robles, M. & Alvarado-Vásquez, K. (2025). Organizational climate: A perspective from the SMEs of the Quevedo canton. *Revista Amazónica de Ciencias Económicas*, 4(1), e878. <https://doi.org/10.51252/race.v4i1.878>

ABSTRACT

In this study, it was proposed to identify how the organizational climate influences the performance and job satisfaction of employees in the Quevedo canton. Using a qualitative and descriptive approach, data were collected through targeted surveys of employees and managers. The tabulation of the data was analyzed using the Microsoft Excel tool. The results highlight that a positive work environment, characterized by open communication, recognition and effective leadership, significantly increases motivation and performance, according to 72% of the participants. Companies that adopted participatory practices and recognition systems reported a 15% increase in staff efficiency. However, small and medium-sized companies face challenges such as lack of autonomy, excessive work pressure and limited opportunities for professional development, factors pointed out by 65% of respondents as detrimental to job satisfaction. In addition, 78% identified the absence of feedback as an obstacle to performance. On the other hand, companies with leadership based on trust managed to reduce internal conflicts by 20% and increase productivity by 10%. These findings underscore the need to implement organizational policies that promote personal development and strengthen the work environment.

Keywords: business productivity; communication; motivation; participatory leadership; personal development

RESUMEN

En este estudio se propuso identificar cómo el clima organizacional influye en el desempeño y la satisfacción laboral de los empleados del cantón Quevedo. Utilizando un enfoque cualitativo y descriptivo, se recopilaban datos a través de encuestas dirigidas a empleados y gerentes. La tabulación de los datos se analizó mediante la herramienta de Microsoft Excel, los resultados destacan que un ambiente laboral positivo, caracterizado por comunicación abierta, reconocimiento y liderazgo efectivo, incrementa significativamente la motivación y el rendimiento, según el 72% de los participantes. Empresas que adoptaron prácticas participativas y sistemas de reconocimiento reportaron un aumento del 15% en la eficiencia del personal. No obstante, las pequeñas y medianas empresas enfrentan desafíos como la falta de autonomía, presión laboral excesiva y oportunidades limitadas de desarrollo profesional, factores señalados por el 65% de los encuestados como perjudiciales para la satisfacción laboral. Además, el 78% identificó la ausencia de retroalimentación como un obstáculo para el desempeño. Por otro lado, empresas con liderazgo basado en la confianza lograron reducir conflictos internos en un 20% y aumentar la productividad en un 10%. Estos hallazgos subrayan la necesidad de implementar políticas organizacionales que promuevan el desarrollo personal y fortalezcan el clima laboral.

Palabras clave: productividad empresarial; comunicación efectiva; motivación; liderazgo participativo; desarrollo personal



1. INTRODUCTION

Market dynamism and globalization have driven the transformation, adaptation, and continuity of businesses. The effectiveness of human talent largely determines change management and the achievement of favorable outcomes in response to these challenges. Therefore, to ensure high-quality employee performance, it is essential to provide an appropriate work environment in which employees feel satisfied and are able to perform all their duties with full commitment and willingness, in line with the expectations of both the company and its customers (Hernández Altamirano et al., 2023).

Small and medium-sized enterprises (SMEs) in Quevedo Canton are expected to improve their organizational climate through aspects such as appropriate corporate policies, organizational structure, organizational culture, communication, motivation, training, teamwork, leadership, and incentives, among others. These factors contribute to the efficient job performance of human talent. According to Andersson et al. (2020), variables related to the social and personal environment and organizational behavior provide a broader perspective on the scope of organizational climate because they encompass the factors involved in individuals' interactions with their work environment (Arrieta Posada, 2011). They are also associated with positive outcomes such as achievement, affiliation, power, productivity, low turnover, satisfaction, adaptation, and innovation, among others (Espinoza Palomino et al., 2023).

As previously noted, companies shape the social climate of the workplace and, as such, have been studied across various disciplines. These studies highlight the importance of organizational climate as an explanatory factor in employee behavior (Orbaningsih et al., 2024). Therefore, improving the organizational climate has a positive socioeconomic impact on companies, as it encourages employees to be competitive and contributes to better financial results. Moreover, a favorable organizational climate is associated with high levels of job satisfaction, which is considered a fundamental indicator of effective human talent performance (Espinoza Palomino et al., 2023).

This study is justified by the current organizational challenges that have led employees to demand their rights through their own means and, in certain cases, to cause damage to their employing organizations. This situation arises because managers overlook many aspects that employees consider essential to carrying out their daily work (Parra et al., 2021). Therefore, a change in organizational mindset and business strategy should be encouraged, taking into account not only the company's economic interests but also the benefits provided to its employees. Human resources are a fundamental driving force within organizations and deserve recognition and incentives that motivate them to continue working and applying their competencies and skills for the benefit of the organization (Orbaningsih et al., 2024).

Businesses are an important economic driver for the development of a country or city, as they generate employment and tax revenue and use domestic products in their economic activities. Accordingly, the purpose of this study, which focuses on small and medium-sized enterprises in Quevedo Canton, is to assess their internal conditions so that managers can implement the necessary corrective measures to promote business growth and, consequently, contribute to the socioeconomic development of the region and the country.

2. MATERIALS AND METHODS

The study analyzed the effects of organizational climate on small and medium-sized enterprises (SMEs) in Quevedo Canton, considering theoretical and conceptual aspects drawn from specialized sources. Using a qualitative approach and deductive and inductive methods, the study included a sample of 324 individuals from the commercial, service, agricultural, and industrial sectors. A structured questionnaire was administered to assess three dimensions: relational (commitment, cohesion, and supervisor support), personal development (autonomy, task orientation, and work pressure), and system maintenance (clarity,

control, innovation, and physical environment). The data were tabulated and analyzed using Microsoft Excel (version 2023) to identify significant patterns and trends.

3. RESULTS AND DISCUSSION

Quevedo Canton has experienced rapid economic growth, as it is home to several major companies. The city serves as an access route for tourists traveling from the north to the south of the country due to its proximity to three provinces: Guayas, Manabí, and Pichincha. This strategic location contributes to more dynamic commercial activity. Quevedo Canton also has a notable concentration of multinational companies, as well as small and medium-sized enterprises operating in the commercial, service, agricultural, and industrial sectors.

3.1. Commercial Dynamics of Small and Medium-Sized Enterprises in Quevedo Canton

Table 1 presents the commercial activity of the SMEs in Quevedo Canton considered in this study. The commercial sector had the highest concentration, accounting for 73.80%, followed by the agricultural sector at 11.70%, the service sector at 9.30%, and the industrial sector at 5.20%.

Table 1. Commercial activity of SMEs in Quevedo Canton

Sector/Size	Agricultural	Commercial	Services	Industrial
Small	9.70%	79.90%	7.70%	2.70%
Medium	20%	49.20%	15.40%	15.40%
Total	11.70%	73.80%	9.30%	5.20%

3.2. Economic Development Period of SMEs in Quevedo Canton

Table 2 presents the length of time that small and medium-sized enterprises in Quevedo Canton have been operating. For the purposes of this study, 28% of the companies had been operating for 1 to 5 years, 27% for 6 to 10 years, 23% for more than 15 years, and 22% for 11 to 15 years.

Table 2. Years of economic activity of SMEs in Quevedo Canton

Sector/Size	1 to 5 years	6 to 10 years	11 to 15 years	More than 15 years
Small	31%	26%	22,0%	20%
Medium	14%	29%	23%	34%
Total	28%	27%	22%	23%

3.3. Comparison of Organizational Climate Dimensions across Business Sectors in Quevedo Canton

To understand the internal dynamics and factors influencing the performance of SMEs in Quevedo Canton, a survey was conducted among organizations in the commercial, service, agricultural, and industrial sectors. This instrument provided valuable information on perceptions of the organizational climate within these companies (Figure 1).

As shown in Figure 1, there are notable variations across the dimensions of organizational climate. The service sector consistently stands out, with supervisor support reaching 55%, job autonomy 52%, and innovation capacity 54%, suggesting a favorable work environment characterized by effective organizational practices and leadership that promotes development.

In the commercial sector, although the level of commitment is notably high (56%), areas for improvement were identified in group cohesion (39%) and innovation (35%), indicating opportunities to strengthen internal collaboration and foster a more innovative culture. In contrast, the agricultural sector shows strengths in group cohesion (46%) but faces challenges in dimensions such as supervisor support (39%) and job autonomy (43%), which could limit its ability to respond to change.

Although the industrial sector shows relatively balanced performance across several dimensions, it exhibits weaknesses in innovation (39%) and physical work environment conditions (38%), highlighting the need to improve these aspects to foster a more productive work environment.

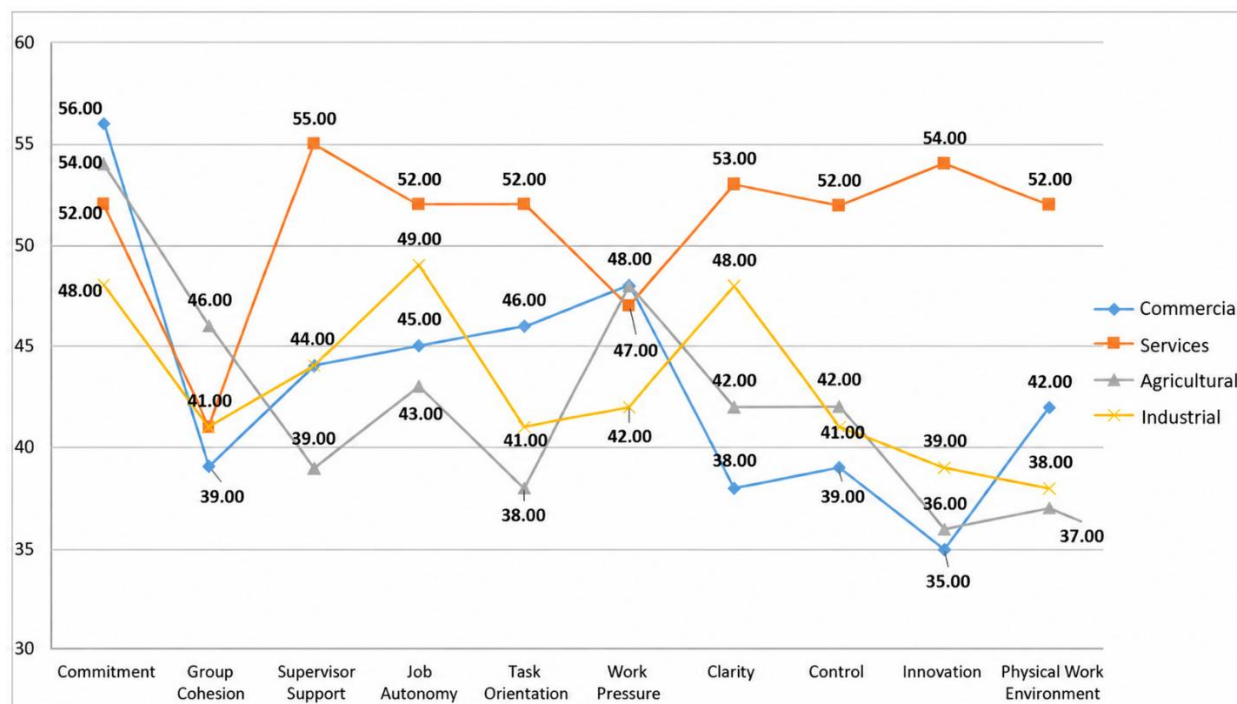


Figure 1. Organizational climate dimensions across business sectors

4. DISCUSSION

Most respondents belonged to the commercial sector (73.8%), highlighting its central role in the economy of Quevedo Canton, while the agricultural sector accounted for 11.7%. This finding is consistent with the study by Kaur and Gurpreer (2022), who reported that commercial sectors tend to be among the most dynamic in urban areas due to the high demand for products and services. Small enterprises predominate in the commercial sector (79.9%), reflecting the importance of micro and small enterprises as pillars of this sector. This is consistent with the research by Cadillo Leiva and Saavedra Jaramillo (2024), who emphasize that SMEs are fundamental to local economic development. In contrast, medium-sized enterprises show greater diversification: 20% belong to the agricultural sector, 49.2% to the commercial sector, and 15.4% each to the service and industrial sectors.

The results show that 31% of small enterprises in Quevedo Canton have been operating for 1 to 5 years, indicating a high rate of growth and early consolidation, consistent with the initial development stage of SMEs described by Parejo et al. (2018). In contrast, medium-sized enterprises have greater longevity, with 34% having operated for more than 15 years, reflecting greater stability and capacity to remain in operation over the long term, as reported by Sánchez Chero et al. (2020). The distribution of enterprises operating for 6 to 10 years (26% of small and 29% of medium-sized enterprises) and 11 to 15 years (22% of small and 23% of medium-sized enterprises) indicates that medium-sized enterprises appear to be better positioned to overcome challenges and remain competitive.

Commercial enterprises in Quevedo Canton report a high level of commitment (56%), indicating a stronger connection between employees and the organization and its goals. This finding is consistent with previous studies indicating that commercial enterprises tend to exhibit greater motivation due to their market orientation and competitiveness (Pariona et al., 2021). Employee commitment also improves through strategies such as administrative management (Baptista et al., 2015). In comparison, the agricultural sector

reports a lower level of commitment (54%), which could indicate challenges in fostering a sense of belonging or aligning employees with organizational objectives. In this regard, Torner (2023) emphasizes that active participation and recognition increase commitment and group connectedness while also significantly enhancing productivity, thereby creating a more positive and efficient work environment.

Regarding cohesion, the agricultural sector reports an average of 46%, reflecting strong collaboration and teamwork. This result is supported by Martínez et al. (2022), who argue that the agricultural sector, because it is more operational and dependent on manual processes, naturally promotes cohesion among workers. However, the commercial sector is at the lower end of the scale (39%), which could suggest that workplace dynamics more strongly focused on competitiveness and individual objectives negatively affect cohesion in this sector. Fernandez Argandoña (2021) states that group cohesion refers to the degree to which group members identify with one another and share common goals, and is important because it has been found to be related to group productivity.

Regarding supervisor support, companies in the service sector report the highest score (55%), reflecting a positive relationship between employees and their supervisors and fostering a more structured and supportive work environment, which previous studies have identified as a key factor in job satisfaction (Vidotti et al., 2019). In contrast, the agricultural sector reports the lowest level of supervisor support (39%), which may indicate insufficient training or resources for supervisors and could contribute to employee dissatisfaction.

In terms of autonomy, the industrial sector stands out with a score of 49%, suggesting that employees in this sector have greater freedom to make decisions and organize their work. This autonomy may have positive effects, as Parra et al. (2021) maintain that greater autonomy is associated with increased productivity and job satisfaction. In contrast, the agricultural sector reports a score of 43% (Mahecha et al., 2022), which could indicate less flexibility in performing tasks, possibly due to the more routine nature of its activities.

Task orientation is high in the service sector (52%), reflecting a clear and specific focus on organizational goals, which is particularly important in sectors where objectives are measurable and achievable. According to Briones et al. (2023), team members or employees need leaders to clearly communicate objectives, goals, and expected results beyond what may be stated in their job descriptions. This perspective is supported by Gómez Santos et al. (2018), who indicate that high expectations can generate a positive cycle of improvement. In contrast, the industrial sector (41%) shows lower task orientation, which may result in a lack of direction or insufficiently clear objectives for employees. Palma Campos et al. (2023) highlight the role of emotional intelligence among leaders, who, by appropriately communicating expectations, foster a trustworthy and motivating environment that is essential for improving performance and organizational climate.

Work pressure is relatively high across all sectors, particularly in the agricultural sector (48%), which may reflect workplace demands commonly associated with jobs requiring physical effort or tasks with tight deadlines. Previous studies have indicated that high levels of pressure can lead to burnout and demotivation and should therefore be addressed to prevent negative consequences for job performance (Tueros Montano & Condori Gutierrez, 2023).

Control over work also varies across sectors, with the service sector reporting the highest level (52%). This is associated with a more hierarchical organizational structure and employees' ability to influence their tasks and outcomes (Duarte Yescas et al., 2021). In contrast, the commercial sector has the lowest score (39%), which could imply greater rigidity or fewer opportunities for employees to assume responsibility for their work. Furthermore, Torres Cabrera and Torres Palchisaca (2024) state that continuous feedback is essential for improving organizational performance because it enables employees to identify areas for

improvement and align themselves with established objectives. In this regard, effective control management and continuous feedback are essential for maximizing efficiency and maintaining a productive and collaborative work environment.

The service sector recorded 54% for innovation, which could be associated with the dynamic and competitive nature of this sector, where creativity and continuous adaptation are essential. Parra et al. (2021) argue that a healthy work environment fosters employee motivation and performance. In contrast, the agricultural sector (36%) shows a lower inclination toward innovation, which may result from the routine and more traditional practices characteristic of this sector. According to Orozco (2020), the physical environment, also referred to as the organic environment, comprises environmental factors that may harm workers' physical and physiological health, including mechanical, physical, chemical, and biological factors.

CONCLUSIONS

Organizational climate directly influences employee satisfaction and productivity in SMEs in Quevedo Canton, with 72% of respondents reporting that a positive work environment significantly improves their performance and motivation. According to the data collected, companies that implemented participative leadership practices and employee recognition achieved a 15% increase in staff efficiency. This demonstrates that creating an environment characterized by respect, effective communication, and collaboration not only enhances employee well-being but also translates into economic and operational benefits for the organization.

The perception of organizational climate reveals significant challenges among SMEs in Quevedo, including a lack of autonomy and excessive work pressure, which were identified by 65% of respondents as factors that reduce job satisfaction and increase work-related stress. Of this group, 45% stated that the lack of professional growth opportunities reduces their sense of belonging and commitment to the company. These findings highlight the urgent need to establish internal policies that promote employees' personal and professional development while maintaining a healthy balance between work demands and emotional well-being.

Effective leadership and open internal communication are key to improving the organizational climate of SMEs in Quevedo Canton, where 78% of employees indicated that a lack of dialogue and feedback between managers and employees negatively affects their performance. Organizations that foster close leadership based on trust and assertive communication have achieved a 20% reduction in internal conflicts and a 10% increase in productivity. These findings reinforce the importance of effective organizational climate management, which not only strengthens workplace relationships but also enhances adaptability and competitiveness in an increasingly dynamic business environment.

DATA AVAILABILITY

The data used in this study have been deposited and are available on the ResearchGate platform under the DOI: 10.13140/RG.2.2.11496.79360.

FUNDING

The authors declare that they received no funding to conduct this study.

CONFLICT OF INTEREST

The authors declare that there are no conflicts of interest related to the subject matter of this study.

AUTHOR CONTRIBUTIONS

Conceptualization, Data curation, Formal analysis, Investigation, Methodology, Visualization, Writing – original draft, Writing – review and editing: Velásquez-Gómez, B., Bolaños-Robles, M., and Alvarado-Vásquez, K.

REFERENCES

- Andersson, M., Moen, O., & Brett, P. O. (2020). The organizational climate for psychological safety: Associations with SMEs' innovation capabilities and innovation performance. *Journal of Engineering and Technology Management*, 55, 101554. <https://doi.org/10.1016/j.jengtecman.2020.101554>
- Arrieta Posada, J. G. (2011). Aspectos a considerar para una buena gestión en los almacenes de las empresas (Centros de Distribución, CEDIS). *Cuadernos de difusión*, 16(30), 83-96. <https://doi.org/10.46631/jefas.2011.v16n30.05>
- Baptista, P. C. P., Pustiglione, M., Almeida, M. C. dos S., Felli, V. E. A., Garzin, A. C. A., & Melleiro, M. M. (2015). Saúde dos trabalhadores de enfermagem e a segurança do paciente: o olhar de gerentes de enfermagem. *Revista da Escola de Enfermagem da USP*, 49(spe2), 122-128. <https://doi.org/10.1590/S0080-623420150000800017>
- Briones, K., Bravo, A., & Zambrano, I. (2023). El teletrabajo y la gestión del talento humano en las universidades del Ecuador. Experiencias en la Universidad Estatal del Sur de Manabí. *Estudios de la Gestión: Revista Internacional de Administración*, 13, 75-99. <https://doi.org/10.32719/25506641.2023.13.4>
- Cadillo Leiva, G. S., & Saavedra Jaramillo, M. J. (2024). Clima organizacional: un análisis desde la perspectiva de los docentes. *LATAM Revista Latinoamericana de Ciencias Sociales y Humanidades*, 5(5). <https://doi.org/10.56712/latam.v5i5.2685>
- Duarte Yescas, M., Mávita Valenzuela, M., & Moncayo Rodríguez, L. (2021). Diagnóstico de clima organizacional para una PYME comercializadora de Navojoa, Sonora. *Revista de Investigación Académica Sin Frontera: División de Ciencias Económicas y Sociales*, 36. <https://doi.org/10.46589/rdiasf.vi36.387>
- Espinoza Palomino, S. A., Silva Juárez, R., Seminario-Morales, M.-V., Villalta Arellano, S. R., Arévalo Rodríguez, M. E., & Lujan-Vera, P. E. (2023). Organizational Climate: Characterization from the Perspective of Senati Students - Perú. *HUMAN REVIEW. International Humanities Review / Revista Internacional de Humanidades*, 21(1), 47-54. <https://doi.org/10.37467/revhuman.v21.5030>
- Fernandez Argandoña, R. A. J. (2021). Clima Organizacional y Rendimiento Académico desde la Perspectiva del Estudiante de Educación Superior. *Digital Business Journal*, 1(1), 20-33. <https://doi.org/10.55833/dbj.v1i1.1>
- Gómez Santos, M. P., Vidal Tovar, C. R., Ureña Villamizar, Y. C., & Acevedo Peñaloza, C. (2018). Administración por valores: Estrategia de mejoramiento del clima organizacional en las empresas. *Espacios*, 39(28), 4. <https://www.revistaespacios.com/a18v39n28/a18v39n28p23.pdf>
- Hernández Altamirano, H. E., Lascano Pérez, L. F., & Calvache Varga, C. M. (2023). Ethics, culture and organizational climate as integral factors in SMEs. *Centro Sur*, 7(1). <https://doi.org/10.37955/cs.v7i1.306>
- Kaur, K., & Gurpreer, R. (2022). Perception of Organizational Climate of Manufacturing Enterprise in Amritsar An Empirical Study. *Business Analyst*, 33(1), 177-190. <https://www.srcc.edu/system/files/Pg177-190KuldeepKaur&GurpreetRandhawa,PerceptionofOrganizationalClimateofManufacturingEnterpris einAmritsarAnEmpiricalStudy.pdf>
- Mahecha, L., Buestán, N., Delgado, C., Vera, C., Zambrano, C., Conforme, M., & Torres, C. (2022). *Transformación digital, marketing digital, clima laboral, mipymes. Una mirada en 360 al ecosistema empresarial ecuatoriano*. Editorial UTEG.

- Martínez, V., Chinchay, S., Zavala, A., & Luján, P. (2022). Síndrome de Burnout en los colaboradores de la Municipalidad Provincial de Sullana-Perú. *Revista de Ciencias Sociales*, 28(3). <https://doi.org/10.31876/rcs.v28i3.38473>
- Orbaningsih, D., Pakaja, F., Handhajani, S., & Nursiswati, A. (2024). The Influence of Organizational Climate and Market Orientation on Business Performance with Financial Literacy and Csr as Mediation in MSMES in Malang City. *Revista de Gestão Social e Ambiental*, 18(6), e05784. <https://doi.org/10.24857/rgsa.v18n6-043>
- Palma Campos, J. B., Sangama Torres, C. N., & Pacheco Gonzales, I. B. (2023). Clima organizacional y desempeño laboral en las empresas públicas de latinoamérica. *Horizonte Empresarial*, 10(1), 229-237. <https://doi.org/10.26495/rce.v10i1.2488>
- Parejo, I. B., Hernandez Palma, H. G., Nunez, L. N., Nunez, W. N., & Acosta, A. R. (2018). The organizational climate and its impact on business competitiveness: perception of Colombian SMEs. *Contemporary Engineering Sciences*, 11(54), 2669-2677. <https://doi.org/10.12988/ces.2018.86265>
- Pariona, R., Rivero, Z., Gonzales, R., & Hinojosa, R. (2021). Clima organizacional y desempeño profesional administrativo. *Revista Venezolana de Gerencia*, 93, 308-317. <https://www.redalyc.org/journal/290/29066223020/html/>
- Parra, M., Rocha, G., & Duran, S. (2021). Liderazgo como prospectiva del clima organizacional en el sector hotelero. *Revista de Ciencias Sociales*, 27(2), 218-227. <https://doi.org/10.31876/rcs.v27i2.35908>
- Sánchez Chero, M. J., Casas Lazo, J. L., Luján Vera, P. E., & Gallardo Sandoval, A. (2020). El clima social familiar y su relación con el clima laboral en la empresa pesquera lala fish E.I.R.L. *TZHOECOEN*, 12(2), 154-160. <https://doi.org/10.26495/tzh.v12i2.1253>
- Torner, C. S. (2023). Teletrabajo y clima ético. El efecto mediador de la autonomía laboral y del compromiso organizacional. *Revista de métodos cuantitativos para la economía y la empresa*, 36, 1-23. <https://doi.org/https://doi.org/10.46661/revmetodoscuanteconempresa.7540>
- Torres Cabrera, U. A., & Torres Palchisaca, Z. G. (2024). Aprendizaje basado en problemas y su relación con la motivación en estudiantes de Educación Física de la U.E.V.A.A.R. *Religación*, 9(41), e2401211. <https://doi.org/10.46652/rgn.v9i41.1211>
- Tueros Montano, J. K., & Condori Gutierrez, A. N. (2023). *El clima organizacional y su relación con el desempeño laboral de los docentes de la Institución Educativa Publica N°20929-2023* [Universidad Nacional de Cañete]. <http://repositorio.undc.edu.pe/item/61d65bcd-f4c3-4c69-9286-4203679bb658>
- Vidotti, V., Martins, J. T., Galdino, M. J. Q., Ribeiro, R. P., & Robazzi, M. L. do C. C. (2019). Burnout syndrome, occupational stress and quality of life among nursing workers. *Enfermería Global*, 18(3), 344-376. <https://doi.org/10.6018/eglobal.18.3.325961>