Correlation Degree of Organizational Factors of The Bars of The Municipalities of Apizaco, Huamantla and Tlaxcala Downtown

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Abstract. The important performance of bars in today´s society imposed the creation of this research work, which is directly focused on the performance of the organizational factors of these companies in the municipalities of Apizaco, Huamantla and Tlaxcala downtown, through a methodology that allowed obtaining a diagnosis considering the main areas that are: management, processes, human resources, sales, accounting and physical facilities and the main organizational factors that intervene for proper performance. Subsequently, a statistical correlation analysis was carried out to determine the link between organizational factors and it was determined that the factors with the highest correlation are: the organizational climate, recruiting staff, the motivation, the quality of services and advertising.

Resumen. El importante desempeño de los bares en la sociedad actual impuso la creación de este trabajo de investigación, el cual está enfocado directamente en el desempeño de los factores organizacionales de dichas empresas en los municipios de Apizaco, Huamantla y Tlaxcala centro, a través de una metodología que permitió obtener un diagnóstico considerando las principales áreas que son: dirección, procesos, recursos humanos, ventas, contabilidad e instalaciones físicas y los principales factores organizacionales que intervienen para un correcto desempeño. Posteriormente se realizó un análisis estadístico de correlación por municipio para determinar la vinculación entre factores organizacionales y se determinó que los factores con mayor correlación son: el clima organizacional, el reclutamiento de personal, la motivación, la calidad de los servicios y la publicidad.

1. Introduction:

Many investigations referring to MSMEs come to a very important mutual observation that refers to the average life span, which according to INEGI data is 7.8 years nationwide. This data would not be relevant were it not for the fact that at the national level, MSMEs make up more than 90% of economic units, that is, that their performance has a huge impact on the economy.

The importance of bars lies in the high and continuous consumption of alcoholic beverages and food to accompany that are sold in this type of establishment, most of which do not have a defined administrative structure. It is a fact that in the majority of cases at the time of undertaking there is no planning of specialized products and services, so improvisation is used once the client is already present, this has resulted in obtaining low profits, low level of visitor satisfaction, low perception of the product or service and if there is growth, it is disorganized, chaotic and lacking direction, clear goals and objectives.

The factors that most affect the failure of MSMEs are: 43% of companies fail by administrative mistakes, 24% by fiscal problems, 16% by obstacles related to sales and charges, 4% by issues related to production, 3% by conflicts with inputs (Velázquez, 2008).

This study aims to emphasize the importance of the relationship between administrative areas and their critical organizational factors, as well as to determine the degree of correlation that exists between them to contrast which are the factors with the greatest and least impact on bars, providing information that allows the implementation of strategies for improvement.

2. Methodology:
2.1. Design of the investigation:

A field investigation was carried out, with a descriptive and non-experimental design, based on the application of a questionnaire that allows diagnose and obtaining information from the areas that shape the bars of

the municipalities of Apizaco, Huamantla and Tlaxcala downtown in order to evaluate the organizational factors of each one.

In this research, the areas to be analyzed are classified with their organizational factors (indicators), this information is presented in Table 1.

Table 1: Administrative structure by area with its organizational factors

Areas	Organizational factors (Indicators)
Managment	* Strategic planning
Processes	* Organizational structure
	* Quality of services (Customer satisfaction)
Human resources	* Recruitment
	* Organizational climate
	* Motivation
Sales	* Study of the competition
	* Advertising
	* Marketing
Accounting	* Supplier performance
	* Accounting control
Physical facilities	* Geographic location
	* Distribution of areas

Source: Own elaboration (2020)

2.2. Limitation of the Population under study

The study population belongs to sector 72 Temporary accommodation and food and beverage preparation services (INEGI, 2014), a sub-classification is made from which the type of class to which the study population belongs is derived. This classification is 722412 Bars, canteens and the like, which are defined as economic Units dedicated mainly to preparing and serving alcoholic beverages for immediate consumption in bars, canteens, breweries and pulquerías. Due to the number of economic units that the class include, the investigation will be limited only to the units defined as bars.

The total population of bars in the municipalities of Apizaco, Huamantla and Tlaxcala downtown is 45 economic units, all of which fall under the INEGI classification of micro and small companies. The application of the questionnaires to obtain information was carried out to 100% of the population.

2.3. Diagnostic tool design

The tool used to make the diagnosis and obtain information was through a questionnaire which is divided by the areas that conform the administrative structure, and the questions were classified and organized according to the organizational factor evaluated.
The structure of the questionnaire is as follows: 90 questions total:
• 2 open questions and evaluated in ranges
• 3 Multiple Choice Questions

• 85 questions on a Likert scale

Table 2: Likert Rating Scale

Rating scale				
1	2	3	4	5
Never	Almost never	Sometimes	Almost always	Always

2.4. Statistical Correlation Analysis

A statistical correlation analysis reveals two points: 1. What is the behavior of the variables? and 2. What type of relationship do they maintain (linear, quadratic, or other degree)?

To define the degree of correlation between the variables studied, an interval scale is established, which is shown in Table 3.

Table 3: Correlation levels depending on the coefficient r.

Value of the coefficient r (positive or negative)	Significance
0.00 a 0.19	Very weak
0.20 a 0.39	Weak
0.40 a 0.69	Moderate
0.70 a 0.89	Strong
0.90 a 1.00	Very strong

Source: Gilberto, & Castillo Quiliano, Andrés. (2013).

Next, tables 4, 5 and 6 present the correlation matrix of each of the municipalities, which indicates the thirteen organizational factors and proceeds to analyze their relationship between them through the analysis made by a statistical program and the Pearson correlation.

1. Strategic planning.
2. Organizational structure.
3. Quality of services .
4. Recruitment.
5. Organizational climate.
6. Motivation.
7. Study of the competition.
8. Advertising.
9. Marketing.
10. Supplier performance.
11. Accounting control.
12. Geographic location.
13. Distribution of areas.

Table 4 makes the correlation analysis between the factors of the municipality of Apizaco and the following conclusions are obtained:

Most of the results have a value of the coefficient r located between very weak, weak and moderate. The only two positive relationships that are classified as strong are: organizational climate (5) with the organizational structure (2) and advertising (8) with the study of competition (7), (r = 0.791 and 0.700 respectively).

Table 4. Correlation matrix between the organizational factors of the bars in the municipality of Apizaco.

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13
1	1												
2	.538*	1											
3	.374	.532*	1										
4	.164	.309	.079	1									
5	.489*	.791**	.376	.160	1								
6	.286	.526*	.397	.231	.371	1							
7	.385	-.025	.156	-.374	.016	-.047	1						
8	.215	-.048	.027	-.178	-.034	.102	.700**	1					
9	.181	-.073	-.282	-.140	.176	.123	.342	.501*	1				
10	.185	.242	-.016	.149	.135	.171	.175	.308	.164	1			
11	.420	.570*	.358	.025	.403	.364	.167	-.105	.258	.293	1		
12	.292	-.134	.098	.093	-.240	.139	.465	.389	.102	-.164	.031	1	
13	.370	.616**	.077	-.137	.337	.375	-.106	-.125	.009	-.031	.434	.070	1

*. Correlation is significant at the level 0,05 (bilateral).

**. Correlation is significant at the level 0,01 (bilateral).

Source: Own elaboration (2020)

From these data it is inferred that the assignment of tasks and responsibilities and the adequate distribution of activities impacts on the type of organizational climate that takes place within the bars, that is, if the activities are not correctly distributed, it is likely that they will be generated conflicts constantly as there is an imbalance in the responsibilities of each of the employees.

On the other hand, the organizational structure and its relationship with advertising indicates that this same distribution of activities generates a presentation of the company to customers, and a reputation of the company develops, which can be beneficial or bad.

Turning to table 5 corresponding to the municipality of Huamantla, again the correlations are selected in a value of the coefficient *r* between very weak, weak and moderate.

There is only one correlation classified as strong between the factors of organizational climate (5) and recruitment (4) ($r = 0.702$), this relationship indicates that those measures considered when hiring new personnel will significantly influence the climate organizational of the bars, as the companies have in mind the profile they are seeking for the company, which will allow an easy and quick adaptation to the environment of the new staff and will allow them to be more comfortable for work.

Table 5. Correlation matrix between the organizational factors of the bars in the municipality of Huamantla.

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13
1	1												
2	.507	1											
3	-.167	.219	1										
4	.554*	.432	.482	1									
5	.037	.130	.482	.702**	1								
6	.313	.303	.225	.557*	.384	1							
7	-.118	.155	.530	.341	.511	.159	1						
8	.199	.691**	.482	.341	.071	.457	.227	1					
9	.174	.278	.376	.390	.153	.613*	.266	.576*	1				
10	-.447	.130	.321	-.071	.381	-.122	.568*	.175	.093	1			
11	.062	.303	.300	.074	.022	-.083	.212	.119	.104	.505	1		
12	.200	.431	.458	.351	.458	-.064	.648*	.238	.252	.385	.212	1	
13	.225	.529	.437	-.011	-.130	.091	.000	.573*	.215	.151	.485	.370	1

*. Correlation is significant at the level 0,05 (bilateral).

**. Correlation is significant at the level 0,01 (bilateral).

Source: own elaboration (2020)

Table 6. Matrix of correlation between the organizational factors of the bars of the municipality of Tlaxcala downtown.

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13
1	1												
2	.615*	1											
3	.126	.205	1										
4	.325	.586*	.697**	1									
5	.284	.337	.819**	.739**	1								
6	.284	.629*	.819**	.874**	.803**	1							
7	.110	.000	.320	-.096	.281	.140	1						
8	.047	.077	.118	.183	.474	.138	.399	1					
9	.000	.000	.107	.193	.421	.140	.500	.798**	1				
10	-.283	.000	.138	.249	.181	.181	.258	.309	.645*	1			
11	.755**	.517	.239	.116	.393	.247	.416	.089	.104	-.134	1		
12	.030	-.058	.104	-.254	-.019	-.019	.180	-.321	.000	.233	.433	1	
13	.158	.567*	.205	.586*	.337	.629*	.000	.243	.208	.269	-.133	-.433	1

*. Correlation is significant at the level 0,05 (bilateral).
**. Correlation is significant at the level 0,01 (bilateral).

Source: own elaboration (2020)

Finally, table 6 focuses on the correlations of the factors of the municipality of Tlaxcala downtown, compared to previous data, in this municipality there are 7 correlations with a coefficient value r classified as strong, which are: accounting control (11) and strategic planning (1) (r = 0.755), indicating that proper conduct of strategic planning and having clear goals and objectives in the company will have greater control over the money that comes in and goes out of the company.

Organizational climate (5) and quality of services (3) (r = 0.819), the more prone the place is to a pleasant work climate, the better will be service offered to clients, is also related to the factor of Recruitment (4) (r = 0.739), and it represents that in order to have a pleasant work environment it starts from the staff recruitment, it is verified that they have the skills and aptitudes that the company needs and will be integrated into the team.

On the other hand, we can see that the motivation part (6) is related to the quality of services (3), with recruitment (4) and the organizational climate (5) (r = 0.819, 0.874 and 0.803 respectively) These points encompass the human resources part and it can be concluded that in Tlaxcala it is a place where they give primary importance to the care of personnel.

Finally, the marketing factor (9) is strongly related to advertising (8) (r = 0.798) since these two areas work together for common purposes that focus on attracting customers and keeping them, as well as making the place.

3. Results

From this information, it can be seen that one of the factors in common is the organizational climate, which is related to the organizational structure, recruitment, quality of services and motivation, that is, it can be considered as a factor of high impact on other factors in a positive way.

Also, the recruitment factor also has an important performance when related to motivation in the development of activities, and this in turn with the quality of services. These could be considered as the high impact factors within the administration of the bars of these municipalities.

On the other hand, the factors that are less related to other factors are: strategic planning, the study of competition, marketing, supplier performance, geographic location and area distribution. This does not indicate that they can be dispensed with, but on the contrary, it is necessary to establish strategies that allow developing a link with the other factors to increase the productivity of the company. The company is a whole, and if all the factors work together there is a greater chance of finding improvements in the process, which will directly impact the profitability of the company and help drive its growth and development, providing more opportunities for stay in the market.

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