Importance of The Study of Organizational Culture and Work Climate for The Evolution of Companies

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Abstract. The main objective of the article is to show the importance of the study of Organizational Culture and Work Climate for the development of Companies. In this work a compilation of the concepts and origin of the constructs that conclude in the role that they represent or contribute to the evolution of the Companies is made.

1. Introduction

Contemporary society has as a characteristic in the social and economic sphere the development of companies or organizations, to refer to them in this work it is crucial to mention that you are capable of developing an organizational culture, having your own identity, as well as generating a context work composed of intrinsic and extrinsic factors to the subject at a given time, known as the work environment. It is in organizations where the individual or worker perfoms his work, however, it is important to say that the individual does not act alone or in isolation, various variables influence him that produce an effect and make him take a certain position or behavior, It goes without saying that every company or organization wishes that said posture or behavior of its collaborators is not negative or detrimental to the company and, on the contrary, wants its staff to contribute or add to the results of the organization.

Companies that aspire to have a productive workforce and growth as a result of this would have to direct efforts to the study of Organizational Culture and Work Climate from the point of view of their Strategic Management, taking into consideration what was mentioned in Bordas, 2016; The main source of competitive advantage resides in its main intangible asset, human capital, which is capable of creating, innovating and putting its effort and capacity at the service of the organization.

The study or measurement of the Organizational Culture and the Work Climate within the Organization provides us with some benefits such as:

Organizational Culture controls and interrelates various components of organizational life, so knowing it will allow us to make better decisions.

The corporate culture configures a pattern of behaviors; provides explicit and implicit messages of the preferred behaviors in the organization, that is, the culture guides the participants on the way in which tasks should be understood and performed, it is a context of meanings that individuals learn and share and that they also transmit to new members.

It offers the members of an organization an identity and a visión of the organization, since the Organizational Culture distinguishes an organization from the others and the knowledge of the culture contributes to generate enthusiasm.

When the culture of an organization is known in society, the company attracts potential employees who agree with it. All the elements that combine with each other to create a culture in which employees`personal attitudes and situational factors can produce motivation and goal achievement.

The organizational culture represents the informal norms, which guide the daily behavior of the members of an organization and direct their actions in the realization of the organizational objetives.

Evaluating the organizational climate measures the way the organization is perceived, reflects the atmosphere of the workplace, how it affects the motivations of the members, satisfaction and their behavior and consequence thereof, such as productivity, satisfaction, rotation, adaptation, etc.

By measuring the perception and behavior of the workers of an organization, feedback can be given that allows the organization to make changes that improve the satisfaction and also the performance of its employees.

The Organizational Climate reflects the interaction between personal and organizational characteristics, it has effects on the individual just as the Atmospheric Climate has, as well as we take measures in the face of atmospheric climate changes, it is also important to know and take measures with the work climate.

A work climate diagnosis helps guide preventive and corrective actions necessary to optimize and /or strengthen the functioning of organizational processes and results.

When the members of an organization usually value the climate as adequate, warm or positive, they consider that it allows and offers possibilities for the development of work performance, providing stability and integration between their activities in the organization and their personal needs.

The organizational climate is closely linked to the degree of motivation of people, when they are highly motivated, the organizational climate improves and translates into satisfactory relationships, which are characterized by attitudes of mind, interest, unrestricted collaboration, etc. And when there is a lack of motivation or a hostile work environment, it can lead to episodes of nonconformity, aggressiveness and riots, as occurs with strikes, work stoppages and protests.

It is important to measure the organizational climate since through the interpretation of the sensory stimuli that a person receives, it will lead to a response, either menifest (actions) or covert (motivation, attitudes and feelings) or both. These interpretations will help the company on what actions or decisions to take.

2. Objective
Show the importance of the study of Organizational Culture and Work Climate for the evolution of Companies.

3. Concepts
3.1. The Organizational Culture
According to Audirac & al. (1994) important statements are made about culture, such as the following; "It is a complex phenomenon and difficult to understand and even more difficult to change" "almost all aspects of organizational life are largely controlled by culture" "Culture interrelates all components of an organization."

For his part, Scheinsohn (1998) refers that beliefs, values and other symbols that structure daily life always circulate in a company, symbols that configure a pattern of behaviors (thought and action). Corporate culture is the set of traditional ways in which the people of a company think and act in the situations they face on a daily basis. Corporate culture is a pattern of behavior that develops within the organization, with its own logic and dynamics.

The corporate culture provides the members of the organization with an instrument with which they can assign an unequivocal meaning to the daily organizational reality. That is, it provides them with the implicit and interactive frame of reference to interpret the goals, the large number of processes, procedures, predicaments and judgments that are deployed within it. Culture has to be considered as a factual fact. It is not what the Directorate intends to establish as an internal dynamic, but it is what it is, like it or not. Of course, there is the possibility of planning a cultural intervention to modify it, but first we have to recognize the culture that actually develops in the organization.

According to Etkin (2000) this author refers to the cultural components of the organization, for him, the concept of culture includes explicit and implicit elements. In the explicit or manifest: the knowledge and technologies shared by the members of the organization, while in the implicit: the shared images and representations, myths and legends, such as the figure of the founder. The culture of an organization is not external to the participants, it is not imposed from outside, the culture is built in daily interaction and from there it influences behaviors. Culture plays an active role in reality: it guides participants in the (accepted) way in which tasks should be understood and done. Culture is a context of meanings that individuals learn and share implicitly and that they also transmit to new members.

For Amorós (2007) Organizational culture represents a complex pattern of beliefs, expectations, ideas, values, attitudes and behaviors shared by the members of an organization. Organizational culture includes: Routine behaviors when people interact, with organizational rituals and ceremonies and common language used, Norms shared by Workgroups throughout the organization, Dominant values held by the organization, for example, design quality, The philosophy that guides the organization`s policies towards employees and customers, The rules of the game, to get along in the organization. The feeling or the climate that is transmitted in an organization by the physical disposition and the way in which the members interact with the clients or with the external personnel. I mentions, in our consideration, it is important to highlight: "None of these components individually represent the culture of the organization, however, taken together, they reflect and give meaning to the concept of organizational culture that exists at various levels."

For her part, Martha Alles (2007) says: we have defined culture as; the set of assumptions, convictions, values and norms shared by the members of an organization. However, there is no single culture in organizations, it means that in the same organization there may be subcultures. It also mentions that culture may have been consciously created by managers and / or founders or simply evolved over time. The idea of organizational culture is somewhat intangible, we cannot touch it or see it,

but it is present and very strong. It refers to the importance of the organizational culture for its success whatever its object and purpose, it lists some of the benefits such as; offers its members an identity and a vision of the organization, companies with a defined culture, that work on it, generally achieve continuity on the part of employees, since they identify with the organization and its culture, when the culture of an organization is known in society, potential employees know it before joining and know if they share it or not; In the event that they agree with her, this will be a motive of interest, of attraction, for which the organization will obtain the nomination of the desired candidates according to the organizational culture, likewise, knowledge of the culture contributes to generate enthusiasm.

Cultures are relatively stable, they change very slowly, except in cases of deep crisis or when organizations change ownership or merge with others. It is not possible to say that one culture is better than another; the culture of each company depends on the market segment in which it operates and its objetives, as well as other environmental factors. Cultures are relatively stable, they change very slowly, except in cases of deep crisis or when organizations change ownership or merge with others. It is not possible to say that one culture is better than another; the culture of each company depends on the market segment in which it operates and its objetives, as well as other environmental factors.

Martha Alles also considers and cites Works by other authors such as: Cole, for whom organizational culture is a collection of shared essential values, which provide explicit and implicit messages of the preferred behaviors in the organization. And, to Edgar Schein, he mentions, in chapter 2 of his work Organizational culture and Leadership, which he entitled "Discovering the levels of culture", he suggests that culture can be analyzed by levels, where the term level refers to the degree in that the cultural phenomenon can be visible to the viewer. Through the English word "artifacts" this author mentions the visible symbols of culture such as logos that represent the image or brand of an organization or the decoration of its offices, which Alles says we have called "Manifest cultural references" to this type of cultural symbols.

According to Robbins & Judge (2009) he empathizes with other authors and mentions to define the concept; There seems to be much agreement that organizational culture refers to a system of meaning shared by members, which distinguishes one organization from others. Explain; This system of shared meaning is, a set of key characteristics that the organization values, it is a panorama for the feelings of shared understanding that the members have about the organization, the way of doing things, and the way they are supposed to behave. The members. Organizational culture has to do with how employees perceive the characteristics of an organization's culture, not whether they like it. That is, it is a descriptive

term. This is important because it differentiates this concept from job satisfaction (evaluative). Organizational culture research seeks to measure the way employees view your organization.

For Hellriegel & Slocum they define: Organizational culture represents a complex pattern of beliefs, expectations, ideas, values, attitudes and behaviors shared by the members of an organization that evolves over time. More specifically, organizational culture includes: routine ways of communicating, such as organizational rituals and ceremonies, and common language; the standards shared by individuals and teams across the organization; the dominant values that the organization maintains; the philosophy that guides the organization's policies and decisión-making; the rules of the game for getting along in the organization or the "tricks" the newcomer has to learn to become an accepted member; and the feeling or climate that is transmitted in an organization by the physical disposition and the way in which the members interact with clients, suppliers and other external entities. None of these components individually represent the culture of the organization. However, taken together they reflect and give meaning to the concept of organizational culture. Cited by (Chiavenato, Organizational Behavior: The dynamics of success in organizations, 2009)

For Chiavenato (2009) from the author's point of view the organizational culture is; that each organization has distinctive characteristics, such as its lifestyle, behavior, mentality, presence and personality, in addition, each one has distintive features that are not tangible or measurable, and reaffirms: many phenomena that occur in an organization are derived from its culture, which is like your genetic code; Organizational culture constitutes the DNA of organizations, each society or nation has a culture that influences the behavior of people and organizations. Culture includes shared values, habits, uses and customs, codes of conduct, work policies, traditions and objetives that are transmitted from one generation to another. Culture is founded on shared communication, norms, codes of conduct, and expectations. These influences are the result of variables such as economic, political and legal factors, which are reflected in the culture. National and sociocultural characteristics influence the development and perpetuation of cultural variables, which in turn determine basic attitudes to work, time materialism, individualism, and change. These attitudes have an effect on the motivation and expectations of people in relation to work and group relationships, and determine the results that can be expected from each person and from the organization. In addition, culture influences and conditions interactions between people and the communication process. Chiavenato in this work defines Organizational Culture as: System of shared beliefs and values that develops within an organization or one of its units and guides the behavior of its members.

For Madrigal (2009), from the author´s perspective, all organizations have a system of bahavior, which is included in the philosophy, values, visión, mission and goals of the organization, either expressly or tacitly, in terms of quality of the leadership, communication and dynamics. This is part of both the formal and informal nature of the organization, and it relates to a social environment full of variations that influence the organization. All these elements combine with each other to créate a culture in which the personal attitudes of employees and situational factors can produce motivation and achievement of goals or the opposite, then define: The work culture is the set of practices, ideas and meanings between people, groups and organizations participating in labor relations, the main collective actors being workers, businessmen or employers and related State institutions. Culture is a dynamic process of change and exchange that acquires greater significance in work culture, since it has to do with the production of goods and services and with the living conditions of large sectors of the population. The labor culture is the manifestation of the existing labor relations model in the business organization; These relationships are determined by the characteristics of each company: its economic activity, size, number of workers, power of the parties and handling of the conflicto, and by the economic and social environment in which it operates, among whose factors are the economic model, the role of the State, the labor market, the legal framework, the degree of development, legitimacy and power of trade unión and business organizations, and the formal and informal means of conflict resolution (confrontation, agreement, negotiation, mediation of the authority administrative and judicial, etc.). Therefore, labor relations must be analyzed from the macrosocial and microsocial perspectives, as well as from the interrelation of both.

The following is a definition of a well-known author in this field: Schein, for him Organizational Culture is; a pattern of shared basic aspects (invented, discovered or developed by a certain group that learns to face its problems of external adaptation and internal integration) that works well to be considered valid, so its transmisión to new members is desirable as the way correct perception, thinking and feeling in relation to these problems. Cited by (Chiavenato, Human Resources Administration; Human capital of organizations, 2011)

Returning to Chiavenato, now frow his work Administration of Human Resources; The human capital of organizations, 2011. To know an organization you must understand its culture, live in an organizational culture. For this author, the way in which people interact in the organization, the prevailing attitudes, assumptions, aspirations and relevant issues in the interaction between members are part of the organizational or corporate culture. Organizational culture represents the informal, unwritten norms that guide the daily behavior of the members of an organization and direct their actions in achieving organizational objetives. It is the set of habits and beliefs established through norms, values, attitudes and expectations shared by all members of the organization. Organizational culture reflects the prevailing mentality, organizational culture is not something palpable, it is not perceived or observed in itself, but through its effects and consequences. Organizational culture reflects the way each organization learned to manage its environment. It is a complex mix of prejudices, beliefs, behaviors, stories, myths, metaphors, and other ideas that, together, represent the particular way an organization works and functions.

According to Guízar (2013) Organizational or corporate culture is the set of assumptions, beliefs, values and norms shared and accepted by the members of an organization. It is the human environment in which employees carry out their work. A culture can exist throughout the organization or in a división, affiliate, plant, or department within it. This idea of organizational culture is something intangible, since it cannot be seen or touched, but it is always present, and, like air, envelops and affects everything that happens in the company. We could say that the organizational culture is the "digital footprint" of the company and that is why it is characteristic of each one. Employees learn culture through stories, rituals, material symbols and language, all of which allow the organization to spread the culture to all levels and ensure that it remains in the organization. Who should undoubtedly "push the button" for the culture to be transmitted at all levels is the top management.

Top companies, a leading consultancy in business evaluations specialized in strengthening Organizational Culture, defines Organizational Culture as the backbone of the organization, made up of the set of beliefs and values shared within the company, which translates into behaviors and the emotional flow of the people who make it up.

3.2. The Work Climate

One of the first definitions is the one provided by Halpin and Croft (1963) who use an analogy: the climate is to the organization what the personality is to the individual. From there, the authors who have continued to conceptualize the organizational climate from a series of organizational characteristics (Jaime & Araujo, 2007). Halpin and Crofts; they defined the Climate as "the opinion that the worker forms of the organization". Cited by (Castro, 2015).

Another definition is that of Tagiuri and Litwin 1968 (cited by Denison, 1991) express that "the organizational climate is a relatively permanent quality of the internal environment o fan organization that: (a) its members experience, (b) influences their behavior and (c) can be described in terms of the values of a particular set of characteristics (or activities) of the organization".

For Schneider and Hall (1972), the work environment has been defined as a set of perceptions of individuals regarding their internal work environment.

These perceptions reflect the interaction between individual elements and the characteristics of the organization. Cited by (Castro, 2015).

For Litwin and Stringer (1978), Climate is the subjective effect received from the system formed by some important environmental factors on the activities, beliefs, values and motivation of the people who work in a given organization. Cited by (Castro, 2015). Litwin and Stinger reflecte don the issue, considering that the context and structure o fan organization influence the organizational climate, which in turn impacts the behavior of its members. By measuring the perception and behavior of the workers of an organization, feedback can be given that allows the organization to make changes that improve the satisfaction and also the performance of its employees. (Sotelo, 2012). Litwin and Stinger, consider the organizational climate as a filter through which objective phenomena pass (structure, leadership, decisión-making), therefore, evaluating the organizational climate, the way the organization is perceived is measured. The characteristics of the organizational system generate a certain organizational climate. This has repercussions on the motivations of the members of the organization and on their corresponding behavior. This behavior obviously has a wide variety of consequences for the organization, such as productivity, satisfaction, turnover, adaptation, etc. Litwin and Stringer define climate as the set of measurable properties of the work environment, base don the collective perceptions of the people who live and work in that environment, and which influence their behavior. (Jaime & Araujo, 2007)

Datsmalchian et al. (1986), propose organizational climate as a central concept that reflects the atmosphere of the workplace, and that influences the motivation, satisfaction and behavior of the individual within the scope of the organization. (Jaime & Araujo, 2007)

For Brunet (1987) the organizational climate constitutes a configuration of the characteristics o fan organization, as well as the personal characteristics o fan indivial can constitute his personality. It is obvious that the organizational climate influences the bahavior of an individual in their work, just as the atmospheric climate can play a certain role in their behavior. The organizational climate is a multidimensional component of elements just like the atmospheric pressure, gaseous components (oxygen, nitrogen), pollution, etc. The climate within an organization can also be broken down in terms of organizational structures, size of the organization, modes of communication, leadership style of the organization, etc. All these elements add up to form a particular climate endowed with its own characteristics that represents, in a certain way, the personality o fan organization and influences the behavior of the people in question. This form of personality that characterizes a company can be healthy or unhealthy, like the one that characterizes the human being. If this is unhealthy, it will disrupt employees´ relationships with each other and with the organization,

and will have difficulty adapting to their external environment. Likewise, a comany may not always be aware of its personality and image it projects.

According to Goncalves (1997) Since this topic aroused the interest of scholars, it has been called in different ways: Environment, Atmosphere, Organizational Climate, etc. However, only in recent decades have efforts been made to explain its nature and attempt to measure it. Of all the approaches to the concept of Organizational Climate, the one that has proven most useful is the one that uses as a fundamental element the worker´s perceptions of the structures and processes that occur in a work environment, the special importannce of this approach lies in the fact that a worker´s behavior is not a result of existing organizational factors, but depends on the worker´s perceptions of these factors. However, these perceptions depend to a large extent on the activities, interactions and other series of experiences that each member has with the company. Hence, the Organizational Climate reflects the interaction between personal and organizational characteristics (Schneider and Hall, 1982). The factors and structures of the organizational system give rise to a certain climate, depending on the perceptions of the members, this resulting climate induces certain behaviors in individuals, these behaviors affect the organization, and, therefore, the climate, completing The circuit. The perceptions and responses that encompass the Organizational Climate originate from a wide variety of factors. Some cover the factors of leadership and management practices (types of supervision: authoritarian, participatory, etc.). Other factors are related to the formal system and the structure of the organization (communication system, dependency relationships, promotions, remuneration, etc.). Others are the consequences of behavior at work (incentive systems, social aupport, interaction with other members, etc.). Base don the foregoing considerations, we could arrive at the following definition of Organizational Climate: The Organizational Climate is an intervening phenomenon that mediates between the factors of the organizational system and the motivational tendencies that traslate into behavior that has consequences on the organization (productivity, satisfaction, turnover, etc.).

According to Sonia Palma (2004) The work environment is understood as the perception of aspects related to the work environment, it allows to be a diagnostic aspecto that guides preventive and corrective actions necessary to optimize and /or strengthen the functioning of organizational processes and results. (Chavez, 2009).

For Navarro & Santillán (2007) The success of a company depends on the way its employees perceive the organizational climate; In other words, if the members of the company consider that the climate is positive or negative, it is due to their perceptions. When they usually value it as adequate, warm or positive, it is because they consider that it allows and offers possibilities for the development of work performance, providing stability and

integration between their activities in the organization and their personal needs. Cited by (Sotelo, 2012)

Chiavenato (2009) in this work Organizational Behavior: The dynamics of success in organizations, states: The organizational climate is the quality or the sum of environmental characteristics perceived or experienced by the members of the organization, and powerfully influences their behavior. In this work is; individual motivation is reflected in the organizational climate. People continually adapt to various situations to meet their needs and maintain emotional balance. This can be defined as a continuous state of adaptation, in which it is not simply sought to satisfy the primary needs, but rather those of a higher order. Frustration, by not meeting higher needs, causes many adaptation problems. As the satisfacction of these higher needs generally depends on people in positions of authority, it is important that management understand the nature of adaptation and maladjustment of people. The adaptation varies from one person to another and in the same person from one momento to another. A good adaptation denotes mental health. The environment between the members of the organization is called organizational climate and is closely linked to the degree of motivation of the people. When they are highly motivated, the organizational climate improves and translates into satisfactory relationships, characterized by attitudes of encouragement, interest, unrestricted collaboration, etc. However, when people are poorly motivated, either by frustration or by the imposition of barriers to the satifaction of needs, the organizational climate tends to deteriorate and is characterized by states of depression, disiterest, apathy, dissatisfaction, etc. And in extreme cases, it can lead to episodes of nonconformity, aggressiveness and riots, situations in which members openly confront the organization, as occurs with strickes, work stoppages and similar protests.

The concept of organizational climate encompasses a wide range of environmental factors that influence motivation. It refers to the motivational propoerties of the organization`s environment, that is, to those aspects of the organization that provoke different kinds of motivation in its members. Thus, the organizational climate is favorable when it satisfies the personal needs of people and improves their modo. On the other hand, it is unfavorable when it produces frustration because it does not satisfy those needs. The organizational climate and the motivation of people influence and feed into each other.

For Bordas (2006) The work environment refers to the work context, characterized by a set of tangible and intangible aspects that are present in a relatively stable way in a certain a organization, and that affect the attitudes, motivation and behavior of its members and, therefore, to the performance of the organization. It can be perceived and described by the members of the organization and therefore, measured from an operational point of view through the study of their perceptions and descriptions, or through observation and other objetive measures. Even reflecting the state of the organization at a given time, the work enviroment can change, with the media themselves, but especially the leaders of the organization, being the main agents in generating changes. For the author, the organizational climate refers to the way in which the members o fan organization describe their environment or work environment, base don a set of dimensions related to the individual, the group and the organization itself.

Top Companies, a leading consultancy in specialized business evaluations, describes the organizational climate. It is the atmosphere that is breathed within the organization, made up of the set of feelings and emotions that employees perceive in their workplace.

The definitions that we have compiled and / or points of view of the different authors have in common that regarding the term work or organizational climate, it is about "perceptions".

The authors tell us that the interpretation of the sensory stimuli that a person receives will lead to a response, either overt (actions) or covert (motivation, attitudes and feelings) or both, each one selects and organizes sensory information differently. And, therefore, it arrives at diverse interpretations and answers. Therefore, it is considered that the differences in perception help explain why workers behave differently in the same situation. So they independently view the same situation, and behavioral responses are highly dependen ton those perceptions (Navarro & Santillán, 2007).

4. Conclusions

Organizational culture is the identity of the company, which configures a pattern of behaviors to guide its members, it is a context of meanings that individuals learn and share and that they also transmit to new members. Knowledge of organizational culture contributes to generating enthusiasm, attracting potential employees who agree with it, promoting personal attitudes of employees and situational factors that can produce motivation and achievement of goals. Knowing the Organizational Culture will allow us to make better decisions for the Company.

Evaluate the work environment, or the perceptions of the employees o fan organization that reflects the atmosphere of the workplace, how it affects the motivations of the members, satisfaction and their behevior and the consequences of this, such as productivity, satisfaction, rotation, adaptation, encouragement, interest, collaboration etc. This in order to have information that allows the organization to make changes for improvement, a correct diagnosis of the work enviroment helps to guide preventive and corrective actions necessary to optimize and / or strengthen the operation of organizational processes and results.

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