













## Organizational belonging of a footwear manufacturer in the city of León, Guanajuato

### Pertenencia organizacional de una manufacturera de calzado de la ciudad de León, Guanajuato

Pérez-Flores, Angélica Josefina<sup>a</sup>, Rivera-Cisneros, Miguel Ángel<sup>b</sup> and Franco-Bravo, Azeneth Irazú<sup>c</sup>

<sup>a</sup>  Universidad Tecnológica de León •  KVB-9023-2024 •  0000-0003-1299-3057 •  2065583

<sup>b</sup>  Universidad Tecnológica de León •  KVB-9007-2024 •  0000-0003-4297-1131 •  1161737

<sup>c</sup>  Universidad Tecnológica de León •  JOK-2911-2023 •  0000-0002-2166-627X •  497288

#### CONAHCYT classification:

 <https://doi.org/10.35429/JED.2024.11.31.1.9>

#### Article History:

Received: January 29, 2024

Accepted: December 31, 2024

Area: Social Sciences

Field: Business and administration

Discipline: Administration and management

Sub-discipline: Business administration



#### Abstract

The purpose of the research is to understand the dynamics of the psychological and social environment through a diagnosis of the factors that affect the performance of workers in order to understand the problems in the direction and management of personnel and the high turnover of personnel, in a footwear company in the city of León Guanajuato. The method applied is quantitative, non-experimental, Cross-sectional: The data were obtained only once, descriptive statistics were used, the recording of the measurements was through observation of the workers' behavior, a structured questionnaire and analysis tools were developed. , the population is the workers in the production area, the census is 150 people. The result obtained is the need to apply internal marketing strategies to improve the work environment in the footwear manufacturing company in the city of León, Guanajuato.

Objective	Methodology	Contribution
To understand the dynamics of the psychological and social environment through a diagnosis of the factors that affect the performance of workers, in order to understand the problems in the direction and management of personnel and the high turnover of personnel in a footwear company in the city of León, Guanajuato.	Quantitative, non-experimental, Cross-sectional: The data were obtained only once, descriptive statistics were used, the recording of the measurements was through the observation of the behavior of the workers, a structured questionnaire and analysis tools were developed, the population is the workers of the production area, the census is 150 people.	Understanding the work environment contributes to detecting the problems that arise, containing risk factors, preventing and improving the work environment in order to reduce harmful situations, even more, the benefits it brings to the organization in general and the image that you want to transmit to customers.

#### Resumen

El propósito de la investigación es comprender la dinámica del ambiente psicológico y social a través de un diagnóstico de los factores que afectan el desempeño de los trabajadores con la finalidad de comprender la problemática en la dirección y gestión del personal y la alta rotación de personal en una empresa de calzado de la ciudad de León Guanajuato. El método aplicado es cuantitativo, no experimental, Transversal: Los datos se obtuvieron una sola vez, se utilizó estadística descriptiva, el registro de las mediciones fue a través de la observación del comportamiento de los trabajadores, se elaboró un cuestionario estructurado y herramientas de análisis, la población son los trabajadores del área de producción, el censo es de 150 personas. El resultado que se obtuvo es la necesidad de aplicar estrategias de marketing interno, para mejorar el ambiente laboral en la empresa manufacturera de calzado de la ciudad de León, Guanajuato.

Objetivo	Metodología	Contribución
Comprender la dinámica del ambiente psicológico y social a través de un diagnóstico de los factores que afectan el desempeño de los trabajadores con la finalidad de comprender la problemática en la dirección y gestión del personal y la alta rotación de personal en una empresa de calzado de la ciudad de León Guanajuato.	Cuantitativo, no experimental, Transversal: Los datos se obtuvieron una sola vez, se utilizó estadística descriptiva, el registro de las mediciones fue a través de la observación del comportamiento de los trabajadores, se elaboró un cuestionario estructurado y herramientas de análisis, la población son los trabajadores del área de producción, el censo es de 150 personas.	Comprender el clima laboral, contribuye a detectar las problemáticas que se presentan, contener los factores de riesgo, prevenir y mejorar el ambiente laboral con el propósito de disminuir situaciones perjudiciales, más aún, los beneficios que trae para la organización en general y la imagen que se desea transmitir a los clientes.

#### Belonging, Stress, Work environment

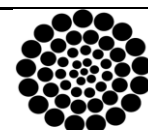
#### Pertenencia, Estrés, Clima Laboral

**Citation:** Pérez-Flores, Angélica Josefina, Rivera-Cisneros, Miguel Ángel and Franco-Bravo, Azeneth Irazú. [2024]. Organizational belonging of a footwear manufacturer in the city of León, Guanajuato. Journal Economic Development. 11[31]-1-9: e21131109.



ISSN 2410-4019/© 2009 The Author[s]. Published by ECORFAN-Mexico, S.C. for its Holding Bolivia on behalf of Journal Economic Development. This is an open access article under the CC BY-NC-ND license [<http://creativecommons.org/licenses/by-nc-nd/4.0/>]

Peer Review under the responsibility of the Scientific Committee MARVID®- in contribution to the scientific, technological and innovation Peer Review Process by training Human Resources for the continuity in the Critical Analysis of International Research.



**RENIECYT**

Registro Nacional de Instituciones y Empresas Científicas y Tecnológicas

**1702902 CONAHCYT**

## Introduction

To achieve competitiveness, positioning and image, companies must create the conditions for staff to develop their skills, have a sense of belonging, security, an enabling environment and clear goals. Productivity, customer satisfaction and stakeholder satisfaction require a great deal of effort, and the leadership and management of staff is a key issue in achieving objectives and goals. Measuring the work climate and organisational culture allows to understand what are the factors that directly or indirectly affect the context to establish strategies to reduce unwanted risk factors and maximise the opportunities that arise.

Understanding the work environment is relevant for organisations, the challenges that the context demands puts the emphasis on the leader's abilities to understand reality, prioritise actions, plan them, execute them, measure them, analyse them and control them, working with the human element demands knowledge, abilities, attitudes, values and skills in communication, motivation, supervision, decision making and team work.

The research presents the results obtained in the diagnosis of the work climate in a footwear maquiladora company located in the city of León, Guanajuato, during the period January-August 2024. The need arises from the attitudes of apathy to achieve objectives, lack of commitment, constant tardiness and a high turnover rate, which has caused processes to be affected and results not to be achieved.

Understanding the work environment helps to detect the problems that arise, contain risk factors, prevent and improve the work environment in order to reduce harmful situations, moreover, the benefits it brings to the organisation in general and the image it wishes to convey to customers.

The high turnover rate is a worrying factor for the company, since it is one of the main causes of a forgotten work environment, considering also that the reasons why employees terminate their employment relationship with the organisation are not known.

From the organisational climate approach, the value of measurement is preserved by understanding how employees' perceptions affect the organisation and its results, being the distinctive reflection of each entity and even of specific areas of a unit.

Although the concept of 'organisational climate' involves the interpretations and perceptions of an institution's stakeholders about their work, it relates to the overall improvement of staff, workers and collaborators in their performance; its analysis also contemplates how the organisation can survive and compete with its rivals.

Therefore, the climate of an organisation, company or institution is similar to the personality of an individual, as it contains something that makes it unique and different from others.

Work stress is the set of negative expressions, determined by factors that are produced by overload of activities in a monotonous way.

Within an organisation when the balance between individual factors and working conditions is achieved, work creates feelings of self-confidence, increases motivation, increases the work capacity and well-being of the employee.

The work environment is not similar to another work environment, the set of actions where people working in an organisation may play equal roles, but are different from each other in terms of their needs, desires for responsibility or authority, ability or capacity, and in terms of their sense of satisfaction.

### *Working hypotheses*

H1: Communication, teamwork, motivation, belonging to the organisation, working environment, ergonomics, leadership, health and safety, training are factors that contribute to decrease staff turnover, increase staff commitment and satisfaction to contribute to improve the objectives of the footwear manufacturing organisation in the city of León, Guanajuato.

*Null Hypothesis*

H0: Communication, teamwork, motivation, belonging to the organisation, working environment, ergonomics, leadership, health and safety, and training are not factors that contribute to reduce staff turnover, increase staff commitment and satisfaction and contribute to improve the objectives of the footwear manufacturing organisation in the city of León, Guanajuato.

**Methodology**

The paradigm used is quantitative, hypothetical deductive, based on descriptive statistics, the control criterion is observational; temporality: it is retrospective; dimensionality: it is transversal, the data were collected only once; the comparability criterion: it is descriptive. A questionnaire was applied to 155 people, representing 100% of the company's employees. A questionnaire was designed with 40 questions on a Likert scale, considering the answers: a) always, b) almost always, c) sometimes, d) almost never, e) never. The average response time for each employee was 13 minutes, at the time of application there was no problem in understanding the questions, the instructions for filling out the questionnaire were made known, and the following dimensions of analysis were considered:

- Communication.
- Teamwork.
- Motivation.
- Belonging to the organization.
- Work Climate.
- Ergonomics.
- Leadership.
- Health and Safety.
- Training.

The questions that were asked were as follows:

*Communication*

- 1.- There is good communication between all members of the organisation.
- 2.- All collaborators address each other in a respectful way and the words they use or express are words that we all understand for work matters.
- 3.- The instructions you receive from your direct line manager are clear.
- 4.- My manager actively listens and is receptive to the opinions of others.
- 5.- There is interdepartmental communication for the achievement of objectives.

*Teamwork*

- 6.- Working as a team means taking on all the tasks to be carried out together, and not simply dividing them up and then putting them together.
- 7.- One should avoid assuming the thinking of others (making assumptions) and instead provide as much useful information to the team as possible.
- 8.- I willingly share my knowledge, skills and experience with my whole team, in order to get better results.
- 9.- When I make mistakes, I take them on board and share the experience with my team, so that it does not happen to them.

team, so that it does not happen to others.

10.- My team inspires, motivates and supports me.

*Motivation*

- 11.- I receive the help I need from the HR, Production, Engineering, Sales, Maintenance departments.
- 12.- You feel motivated or stimulated.
- 13.- You receive this type of motivators: motivational phrases, congratulations for your work, etc. These are small details that can brighten up your day, and that directly favour your motivation and work performance.

## Article

14.- Within the Company I am motivated through the following aspects:

I. The person who supervises me notices my work and progress.

II. By asking me what I need to do my job well.

III. Giving me constant feedback and acknowledging the good work I have done. work I have done.

IV. Offering me opportunities for growth. V. In salary or in kind

IV. Belonging to the Organisation

15.- We are all treated equally in the Company's organisational structure.

16.- The distribution of tasks among the members of my work team is equitable or egalitarian.

17.- I have witnessed acts of violence in my workplace.

18.- I receive destructive criticism towards myself and/or the work that I do.

19.- I am blocked or prevented from opportunities to get a promotion or improve in my job.

*Work Climate*

20.- From your point of view; all the employees have a good relationship with their colleagues.

21.- I am able to get along with all the staff in the company and create a good working environment.

22.- There is trust between me and my co-workers.

23.- You have observed confrontation or interaction between your co-workers that are detrimental to the organisation or prevent the achievement of its objectives.

24.- Within your hierarchical level in the organisation, you have had some kind of conflict that is detrimental to your responsibilities and/or work activities.

25.- All the employees of the company are integrated in order to be able to relate to each other and identify themselves with the objectives and values of the company, and also so that their work is done as well as possible.

26.- I collaborate in the resolution of conflicts.

*Ergonomics*

27.- Due to the amount of work I have, I have to work non-stop.

28.- My job requires me to make a lot of physical effort.

29.- My job requires me to attend to several matters at the same time.

30.- I have long working days.

31.- Because of the amount of work I have, I have to stay extra time in my shift.

32.- The activities I do at work lead to high levels of stress.

*Leadership*

33.- My supervisor provides me with regular feedback on my performance.

34.- My supervisor treats me fairly and avoids any kind of favouritism.

35.- I have the information I need to perform my job with excellence.

36.- My supervisor is clear and specific when defining my work objectives or those of the department.

*Health and Safety*

37.- The Company complies with health and safety standards in the workplace in a differential way.

38.- The conditions of space, noise, temperature, lighting, allow me to perform my work normally.

*Training*

39.- When I joined the company I received sufficient information to perform my job.

40.- I receive training to update my job knowledge.

**Results**

The results of the diagnosis are described below. In question 1, 15% said that there is always good communication, 44% almost always, 37% almost never and 4% never.

In Question 2 communication is respectful: 37% always, 48% almost always, 15% sometimes, 0% almost never and never.

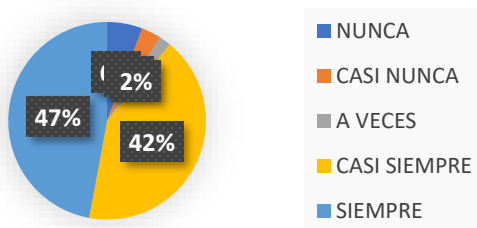
In Question 3 instructions are communicated, the workers' opinion was: 70% always, 19% almost always, 11% sometimes, 0% almost never and never.

In Question 4 the organisation considers opinions, the workers' opinion was: 74% always, 11% almost always, 15% sometimes, 0% almost never and never.

There is interdepartmental communication for the achievement of objectives, 47% answered always, 42% almost always, 2% sometimes, 3% almost never and 6% never.

**Box 1**

5. There is interdepartmental communication for the achievement of objectives.



**Figure 1**

Interdepartmental communication

Source. Own elaboration

*Teamwork*

In Question 6 the set of tasks, the workers' opinion was: 67% always, 26% almost always, 7% sometimes, 0% almost never and never.

In Question 7 avoid assumptions, the workers' opinion was: 56% always, 37% almost always, 4% sometimes, 0% almost never and never.

In Question 7 avoid assumptions, the workers' opinion was: 56% always, 37% almost always, 4% sometimes, 0% almost never and never.

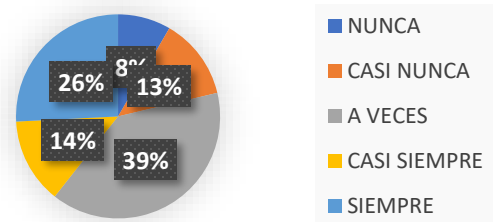
In Question 8 knowledge sharing, the workers' opinion was: 85% always, 15% almost always, 0% sometimes, 0% almost never and never.

In Question 9 Acceptance of mistakes, the workers' opinion was: 85% always, 15% almost always, 0% sometimes, 0% almost never and never.

My team inspires, motivates and supports me, 26% answered always, 14% almost always, 39% sometimes, 13% almost never and 8% never.

**Box 2**

10. My team inspires, motivates and supports me.



**Figure 2**

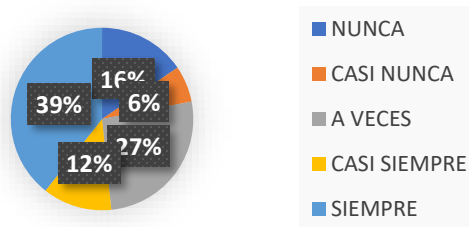
Teamwork

Source. Own elaboration

Figure 3. shows the results of question 11. I receive the help I need from the human resources, production, engineering, sales and maintenance departments, 39% answered always, 12% almost always, 27% sometimes, 6% almost never and 16% never.

**Box 3**

11. I get the help I need from the HR, Production, Engineering, Sales, Maintenance and Sales departments.

**Figure 3**

Help from departments

Source: Own elaboration

In Question 12 Motivation, the workers' opinion was: 22% always, 59% almost always, 11% sometimes, 4% almost never and 3% never. In Question 13 Motivational phrases, the workers' opinion was: 41% always, 37% almost always, 15% sometimes, 4% almost never and 3% never.

In Question 14 Within the company, motivation is achieved through the following aspects: I) realising my work, the workers' opinion was: 56% always, 19% almost always, 10% sometimes, 12% almost never and 4% never.

In Question 14 Within the company is motivated through the following aspects: II) needs, the workers' opinion was: 41% always, 33% almost always, 10% sometimes, 12% almost never and 5% never.

In Question 14 Within the company, motivation is achieved through the following aspects: III) feedback, the workers' opinion was: 37% always, 30% almost always, 10% sometimes, 16% almost never and 7% never.

In Question 14 Within the company, employees are motivated through the following aspects: IV) Growth opportunities, the opinion of the workers was: 37% always, 26% almost always, 19% sometimes, 10% almost never and 8% never.

Figure 4. describes the results of question 14. Motivation within the company is provided by the following aspects: V) In salary or in kind, 16% answered always, 42% almost always, 0% sometimes, 16% almost never and 26% never.

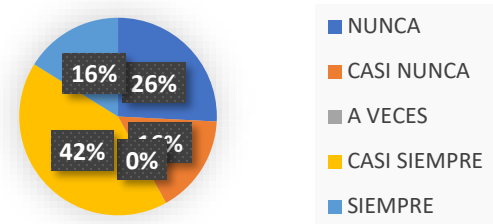
ISSN: 2410-4019

RENECYT-CONAHCYT: 1702902

ECORFAN® All rights reserved.

**Box 4**

14.- Within the company I am motivated by the following aspects: V) In salary or in kind

**Figure 4**

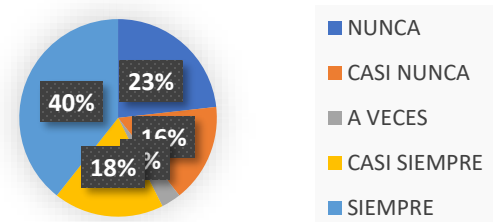
Motivation. V) Salary or in kind

Source: Own elaboration

Figure 5. describes the results of question 15. We are treated equally to all the people in the organisational structure of the company, 40% answered always, 18% almost always, 3% sometimes, 16% almost never and 23% never.

**Box 5**

15.- Se nos da el mismo trato a todas las personas de la estructura organizacional de la Empresa.

**Figure 5**

Equal treatment of all people

Source: Own elaboration

In Question 16 Task sharing, the workers' opinion was: 63% always, 26% almost always, 3% sometimes, 4% almost never and 4% never.

*Work climate*

In Question 17 Good relationship, the workers' opinion was: 30% always, 37% almost always, 10% sometimes, 15% almost never and 9% never.

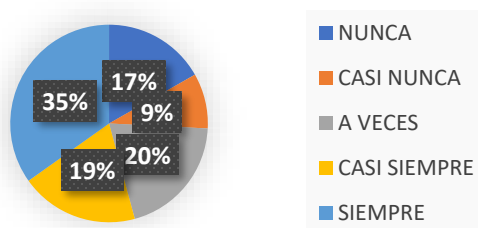
In Question 18 Employees are connected, the workers' opinion was: 78% always, 19% almost always, 4% sometimes, 0% almost never and 0% never.

In Question 19 Trust, the workers' opinion was: 48% always, 44% almost always, 3% sometimes, 4% almost never and 0% never.

Figure 6. describes the results of question 20. From your point of view, all employees have a good relationship with their colleagues, 35% answered always, 19% almost always, 20% sometimes, 9% almost never and 17% never.

### Box 6

20.- From your point of view; all employees have a good relationship with their colleagues.



**Figure 6**

Good relationship between co-workers

Source: Own elaboration

In Question 21 Conflicts that damage responsibilities, the workers' opinion was: 19% always, 7% almost always, 26% sometimes, 28% almost never and 20% never.

In Question 22 Integration of employees, the workers' opinion was: 22% always, 48% almost always, 10% sometimes, 16% almost never and 4% never.

In Question 23 Collaboration in problem solving, the workers' opinion was: 48% always, 26% almost always, 11% sometimes, 10% almost never and 5% never.

In Question 24 Non-stop work, the workers' opinion was: 7% always, 37% almost always, 20% sometimes, 26% almost never and 10% never.

In Question 25 Physical effort, the workers' opinion was: 7% always, 30% almost always, 26% sometimes, 30% almost never and 7% never.

In Question 26 Attending to several matters, the workers' opinion was: 41% always, 26% almost always, 19% sometimes, 15% almost never and 10% never.

In Question 27 Long working hours, the workers' opinion was: 15% always, 7% almost always, 26% sometimes, 30% almost never and 22% never.

In Question 28 Additional time, the workers' opinion was: 15% always, 7% almost always, 26% sometimes, 30% almost never and 22% never.

In Question 29 Activities with difficulty - stress, the workers' opinion was: 7% always, 19% almost always, 7% sometimes, 37% almost never and 30% never.

In Question 30 Violence at work, the workers' opinion was: 0% always, 7% almost always, 7% sometimes, 1% almost never and 85% never.

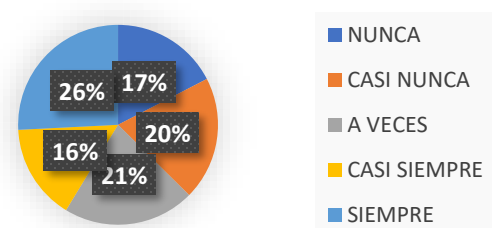
In Question 31 Destructive criticism, the workers' opinion was: 7% always, 19% almost always, 7% sometimes, 30% almost never and 37% never.

In Question 32 Block to growth opportunities, the workers' opinion was: 11% always, 19% almost always, 19% sometimes, 20% almost never and 31% never.

Figure 7. depicts the results of question 33. My supervisor provides me with regular feedback on my performance, 26% answered always, 16% almost always, 21% sometimes, 20% almost never and 17% never.

### Box 7

33. My supervisor provides me with regular feedback on my performance..



**Figure 7**

Supervisor provides feedback on performance

Source: Own elaboration

In Question 34 Supervisor fair treatment, the workers' opinion was: 60% always, 19% almost always, 9% sometimes, 10% almost never and 2% never.

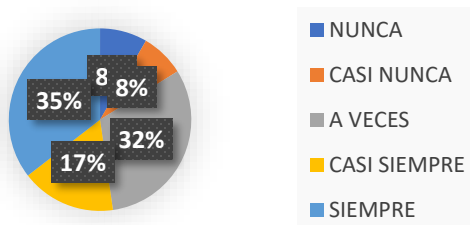
In Question 35 I have the information I need to do my job, the workers' opinion was: 48% always, 19% almost always, 13% sometimes, 30% almost never and 10% never.

In Question 36 My supervisor is clear and specific when defining my objectives, the workers' opinion was: 48% always, 20% almost always, 12% sometimes, 30% almost never and 10% never.

Figure 8. depicts the results of question 37. The company complies with occupational health and safety standards differentially, 35% answered always, 17% almost always, 32% sometimes, 8% almost never and 8% never.

**Box 8**

37. The Company complies with occupational health and safety standards in a differential manner.



**Figure 8**

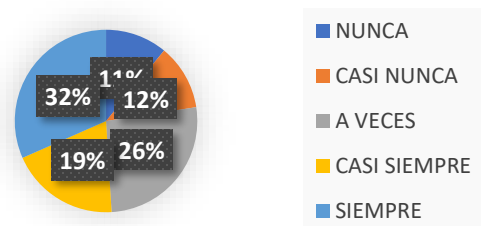
Company complies with health and safety regulations

Source: Own elaboration

Figure 9. shows the results of question 38. The conditions of space, noise, ventilation, lighting, allow me to carry out my work, 32% answered always, 19% almost always, 26% sometimes, 12% almost never and 11% never.

**Box 9**

38. The conditions of space, noise, temperature, lighting, allow me to carry out my work normally.



**Figure 9**

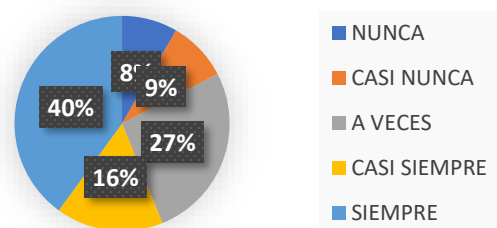
Space, noise, ventilation, lighting conditions

Source: Own elaboration

In Question 39 When I joined the company I received enough information to do my job, the opinion of the workers was: 40% always, 16% almost always, 25% sometimes, 11% almost never and 8% never. Figure 10. describes the results of question 40. I receive training to update my job knowledge, 40% answered always, 16% almost always, 27% sometimes, 9% almost never and 8% never.

**Box 10**

40. I receive training to update my job knowledge.



**Figure 10**

Refresher training

Source: Own elaboration

**Conclusions**

To conclude, it can be considered that the formal and informal communication of the company is strengthened due to the fact that there is interdepartmental communication as the company's strategic objectives are communicated. Creativity and respect are encouraged.



In relation to teamwork, the performance reflects that it is in a mature stage because they sometimes feel supported by their colleagues. Business motivation can be diversified by conducting a human capital profile analysis to identify staff requirements based on gender, seniority, profession and age. The work climate is affected due to long working hours, a programme can be designed to help reduce work stress through ergonomic strategies: conditioning of the work area for the care of human capital: active breaks, alliances with recreational centres. Design a programme of belonging to the organisation through an internal marketing programme that can have an impact on the induction of human capital.

### Declarations

### Conflict of interest

The authors declare that they have no conflicts of interest. They have no known competing financial interests or personal relationships that might have appeared to influence the article reported in this paper.

### Authors' contribution

*Pérez-Flores, Angélica Josefina*: Project, idea, methodology and technique.

*Rivera-Cisneros, Miguel Angel*, compilation of information, elaboration of graphs.

*Franco-Bravo, Azeneth Irazú*, elaboration of theoretical framework.

### Availability of data and materials

Indicate the availability of the data obtained in this research.

### Funding

The research was carried out with own resources, no external resources were received.

### References

#### *Basic*

Bernal-González I, P.-M. N.-L. (2015). Obtenido de [El clima organizacional y su relación con la calidad de los servicios públicos de salud: diseño de un modelo teórico](#). *Estud Gerenciales* 2015; 31(134):8–19:

Bolívar, D. U. (2018). *Universidad, organizaciones y competencias genéricas. Una alianza de éxito para el siglo XXI*. Barranquilla.

Donawa Torres, Z. A. (2018). *Gestión gerencial para un ambiente laboral más humano en las organizaciones*. NOVUM, 144-163.

Hernandez Sampieri, R. (2018). *Metodología de la investigación*. Mexico: McGraw-Hill.

Naranjo-Herrera C, P.-D. A.-B.-S. (2015). *Clima organizacional: una investigación en la Institución Prestadora de Servicios de salud (IPS) de la Universidad Autónoma de Manizales*. *Univ Empres* 2015; 17(28):105–126.

Palacios, E. R. (06 de 12 de 2019). *¿Qué factores desencadenan un estrés laboral?*.