


# Factors that influence the organizational culture of public administration in the State of Tabasco

## Factores que influyen la cultura organizacional de la administración pública en el Estado de Tabasco

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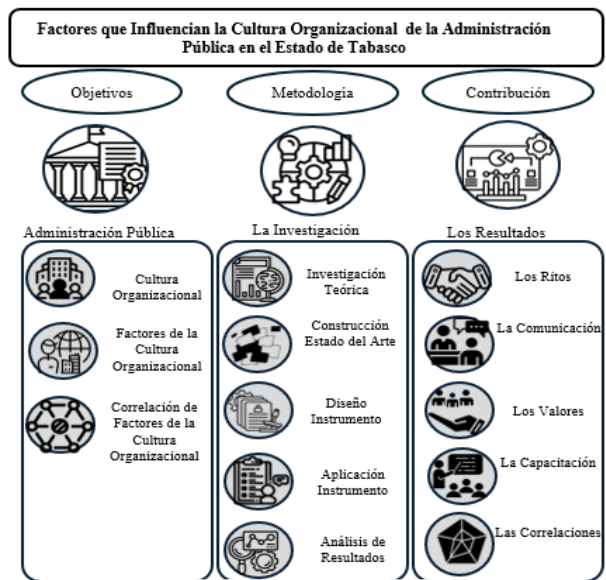
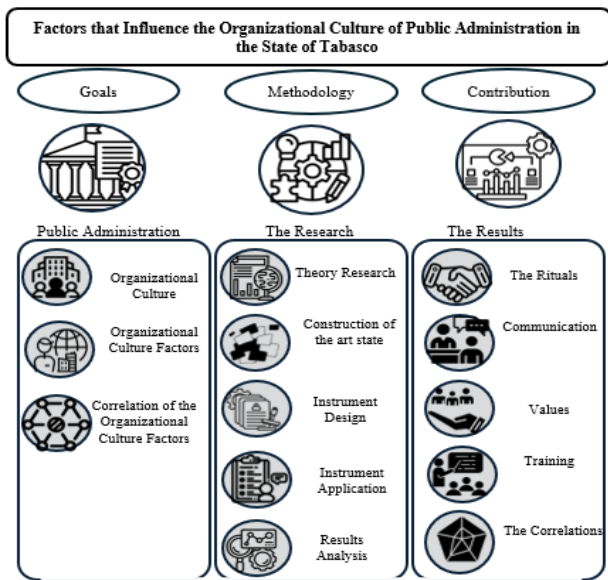
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**Abstract**

The objective of this quantitative research is to identify the factors that best describe the organizational culture in public administration in the State of Tabasco, as well as the correlation among them. This research involves the application of a questionnaire as an instrument of the survey technique to public employees and whose results are described to validate and contrast the theory on the subject. An overview of the state of the art on intellectual capital is presented, including the intangible assets that give life to the structural design of the organization under study, facilitating the pattern of behavior and the flow of knowledge.

**Resumen**

El presente proyecto de investigación cuantitativa tiene como objetivo identificar los factores que mejor describen a la cultura organizacional en la administración pública del Estado de Tabasco, así como la correlación que los vinculan. Esta investigación cuenta con la aplicación de un cuestionario como instrumento de la técnica de encuesta a los servidores públicos y cuyos resultados son descritos para validar y contrastar la teoría sobre el tema. Se presenta un recorrido del estado del arte sobre el capital intelectual, incluyendo los activos intangibles que dan vida al diseño estructural de la organización en estudio, facilitando el patrón de conducta y el flujo de conocimiento.



**Intellectual capital, Structural capital, Organizational culture, Public administration**

**Capital intelectual, Capital estructural, Cultura organizacional, Administración pública**

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## Introduction

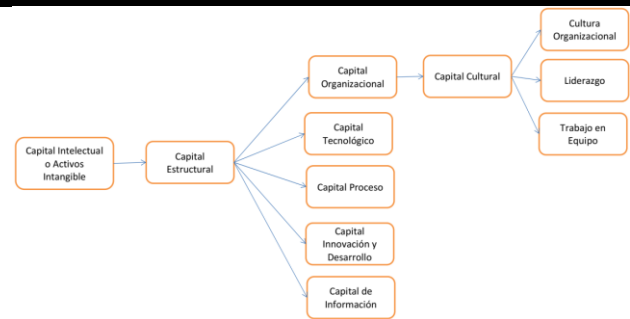
Organizational culture as an element within the administrative discipline is studied in its external and internal structure, as an essential element in the life of organizations and from different conceptions and lines of research. This article aims to determine the factors that influence the Organizational culture of the governmental sector of the State of Tabasco, presenting the approach to the construct of Organizational culture from its integration within the Intellectual Capital, to the dimensions that make it up. Finally, a scheme is proposed that will allow to explain it from the dimensions identified in the state of the art of administrative theory.

## Review of the Theory

Intellectual capital, considered as intangible assets and described by Alejandra Falco (2009), as factors that give value and drive the transformation of productive resources into value-added assets, is also defined as the set of intangible assets within the organization, which generate value for the best use of resources and their impact on the entire Organizational context (Arango, Pérez, Gil, 2008), but in the end it is agreed that it is Organizational knowledge, in all its manifestations, which plays a strategic role in the strategic development of the organization's processes, products and projects (Martín, Alama, Navas and López 2009), considering that it is material focused on producing a good of greater value (Klein 1998).

Intellectual capital has different combinations and denominations in its dimensions, with most of the literature agreeing that the three main ones are structural capital, human capital and relational capital (Ramírez, 2007; García, 2007; León, Ponjuán, Torres, 2009; Martín, Alama, Navas, López, 2009; Falco, 2009). In order to reach the determination of the Organizational Culture foundation, the scheme presented in Figure 1 was considered.

### Box 1



**Figure 1**

Intellectual Capital to Organizational Culture Breakdown Diagram

Structural capital includes intangible assets, which contribute to the flow of knowledge and thus to the effectiveness of the organization by integrating the different functions of the company (Martín, Alama, Navas and López, 2009), and also includes knowledge related to internal processes that the organization has managed to standardize and systematize (García, 2008). It is also referred to as the infrastructure that incorporates, trains and sustains human capital, which integrates the entire organization. Among other factors, it includes the quality and scope of information systems, identity and image of the organization, data structure, Organizational concepts and documentary heritage (Edvinsson and Malone, 1999).

In Eduardo Bueno's (2002) contribution, he calls structural capital as built capital, which is generated by human beings and includes various forms such as: infrastructure, capital goods (equipment), technology, finance and business.

Structural capital is mainly constituted by Organizational capital, defined as the ability of firms to integrate their competencies in new and flexible methods and the corresponding management of competencies. It also refers to those factors of structural capital that describe and explain the actions and the way things are done, i.e. moving, transferring and harnessing human capital (Ramírez, 2007).

Other elements that also make up structural capital are technological capital, i.e. the firm's structural ability to create future innovations (Ramírez, 2007).

Process capital, which contains intangible assets that facilitate sharing, exchanging, increasing and transforming knowledge from human capital to structural capital, can also be visualized (Bañegil, 2008).

Another important element is innovation and development capital which includes the intangible part of any aspect of the firm and everything that can generate value in the future through an improvement in intellectual and financial capital. Finally, information capital consists essentially of systems, databases, libraries and oriented networks (García, 2007) that are decisive in decision making at any level of management. In simple terms, structural capital is the body of knowledge that remains in the company at the end of the working day (Falco, 2009).

Cultural capital is the result of the permanent and ever-present interaction between the members of the organization; it is a frame of reference for them on how they conceptualize and live their context (Ramírez, 2007) and is definitely a determining factor in the shaping of all capitals, giving rise to distinctive attributes in each of them, not to mention that it contributes to the integration of social capital (León and Ponjuán, 2009).

### Organizational culture

Organizational culture, initially conceived by Pettigrew (1979) as a system of meanings, publicly accepted by all collaborators in a work area over a period of time, including a whole scheme of terminology, language, dynamics, iconography and images, reflecting the profile of people, distinguishing them from other groups. And this is where he points to a system of signs as a distinctive typology, this being an essential scheme in the shaping of a culture.

An important definition of Organizational culture emerges with Schwartz and Davis (1981, p. 33), defining it as "a pattern of beliefs and expectations shared by the members of the organization. These beliefs and expectations produce norms that powerfully shape the behavior of individuals and groups in the organization". Moreover, since organizations themselves do not have a culture, but are (Smircich, 1983), they are not only analyzed in economic or material terms, but also in their language and symbolism.

Given that by the beginning of the millennium organizations have a strong focus on results, Schein (2004) identifies that Organizational culture also pursues common goals, be they holistic, subjective or problem-solving.

Going back to the beginnings of management theories, Douglas McGregor (1957) proposes the X and Y theories, from which the beliefs, values and expectations of the groups that make up the organization are considered. The X theory assumes that the worker does not contribute to the work on his own, which leads to a rigid and coercive context, and, in contrast, the Y theory states that the worker is self-managed and motivated, which strengthens the work culture in the organization. This scheme, according to Schwartz and Davis (1981) is aligned with the prevailing expectation, values and beliefs in the Organizational culture.

From scholars in management jargon, it is obtained that culture builds and strengthens itself (White, 1982) and at the same time is equivalent to the organization as it leads to a common sense that allows a shared vision of the context (Alvesson and Deetz, 2006). According to Cujar (2013) and Robbins (2009), Organizational culture also has personality. When an organization takes shape and becomes institutionalized, it takes on a life of its own, independent of the decisions of its managers.

The study of Organizational culture is nowadays considered essential for the life of companies, not in vain is it considered the central core in the measurement of intellectual capital (Sánchez, 2006), and even Organizational culture is referred to as the DNA of organizations (Chiavenato, 2009; León, et al, 2009).

Finally, like Chiavenato (2009), O'Reilly and Chatman & Caldwell (1991, p. 47) also consider that values constitute the main starting point, together with the selection and socialization process, for the integration of the individual into the organization. This is why the organization's employees must adjust to the way of thinking and doing things in order to better integrate into the already established Organizational culture (Valbuena, Morillo and Salas, 2006).

Organizational values are the elements that contribute to the best integration of a culture (Rodríguez and Romo 2013).

### Dimensions in Organizational Culture

But which criteria, factors or dimensions to consider for a better understanding of Organizational culture, which criteria best describe Organizational culture? In order to better identify these approaches, Table 1 shows the evolution of the criteria that describe Organizational culture.

## Box 2

Table 1

Comparative outline on Dimensions of Organizational Culture

Dimensiones de cultura organizacional				
McGregor (1957)	Peters y Waterman (1982) citado por Cújar (2013)	Cooke y Szumal (1995)	Anzola (2003) citado por Mendoza, (2006)	Chiavenato (2009)
Creencias Valores Expectativas	Diversidad Innovación Calidad superior Atención al detalle Toma de riesgos Competitividad Formalidad Orientado a la gente	Autogestión del aprendizaje Autoridad Competitividad Autorealización Cuidado al detalle Logro de metas Humanismo	Creencias Valores	Supuestos Creencias Comportamientos Testimonios Narrativas Valores

For the present approach to Organizational culture, it is important to consider the following factors, which are considered in order to better describe it:

### Rituals in Organizational culture

Knoderer (2017) refers that rituals have the power to change the focus and life of an organization, through a symbolic system of representations that give meaning to conversations and shared roles (Urbiola and Vázquez, 2010). Rituals contribute to the life of the culture in an organization; it is constituted by rituals. These have a strong symbolic value and are constituted by actions that cover some need and also strengthen the sense of belonging (Knoderer, 2017).

Importantly, rituals, to be identified as such, must have the properties of being repetitive, special behaviour and action (Rivera, 2013), so they are constituted as basic beliefs and assumptions of Organizational culture (Mena, 2018).

Rituals are part of a company's Organizational culture, and "say" what words often cannot (Knoderer, 2017). For its study within the framework of Organizational culture, the properties identified by Rodrigo Díaz (1998) are considered: 1) actions that result from beliefs that were initiated and developed from the association of shared ideas, 2) these beliefs denote the reality of the context, 3) from the above, the aim is to control that context, 4) rituals are created that give viability to collective beliefs.

Finally, Marc Augé's (1994) very interesting approach is that ritual activity, in general terms, makes it possible to link people's otherness, that is, to get to know the other with their own concept of things as a frame of reference and to recognise their differences; and of identity, which makes it possible to catalyse the always complex relationships between people.

### Communication in Organizational culture

An important dimension that explains the Organizational culture variable is communication. Within the science of control, communication is the transfer of information both between the system and its environment and between the parts of the system (Schoderbek, 1984), so it is essential that it meets the characteristics of timeliness, accuracy, morality and flexibility. It is, therefore, one of the fundamental processes of human experience and social organization (Chiavenato, 2009).

As stated by Carballo and Meleán (2022), the quality of interpersonal relationships has communication efficiency as one of the essential factors. According to Van Riel (1997), there are three variables related to communication: trust in the superior, influence of the superior and aspirations for mobility.

Also, Carballo and Meleán (2022), conducted a study in agricultural companies to assess their Organizational culture, obtaining that 100% of the participants in the research are aware that they are more efficient in the construction of solutions using win-win negotiation, a strategy whose main operator is communication.



## Expectations of people within the Organizational culture

In a study conducted by González, W. et al (2018), the concept of expectation is referred to as one of the dimensions of Identity in Organizational culture. Also, every culture is nothing more than a system of shared expectations (Kroeber and Kluckhohn, 1952) by the members that produce norms that shape behaviour (Konner 2007).

The dimension is approached from examples of what people can expect from an event, its consideration is based on the contributions of Schwartz and Davis (1981), while Organizational climate measures whether expectations are being met, Organizational culture seeks to identify the nature of those expectations themselves. Also, each expectation item contributes to one of the key factors of the individual to the Organizational culture, i.e., the adaptive factor, as referred to by the author.

Initially this study integrated this dimension, however, its analysis in government settings generated results that ruled it out as such, setting a contextual precedent for consideration within the Organizational culture variable.

## Values in Organizational culture

And there can be no Organizational culture if there is no scheme of shared values that give it solidity (Rodríguez and Romo, 2013), giving support to the institution given that they govern the actions of individuals (Valbuena, Morillo, Salas, 2006), personally, professionally and socially. It is also considered as the axis that gives the person the power to take action since it is considered as a standard of principle and quality that is valid and desirable (García, 2011).

Recently, the instrument "Analysis of Values in Organizational Culture", designed by Patlán, Betanzo, De la Cruz and Espinoza in 2020, was issued, which places at the centre of the culture model the types characterised by Organizational values in its original version:

- Culture of respect, with six items,
- Culture of honesty, with six items.
- Culture of commitment and responsibility, with four items.

This study applied to 521 Mexican workers from both public and private organizations obtained a percentage of explained variance for these three factors of 51.52%, and Cronbach's Alpha of 0.76. Given that there are differences between organization types and size, as well as with job level, it is recommended to determine Organizational culture profiles and profiles by organization type, area, department, job type, etc. To better dimension the scope of this dimension (values) in the organization.

## Training to strengthen educational training

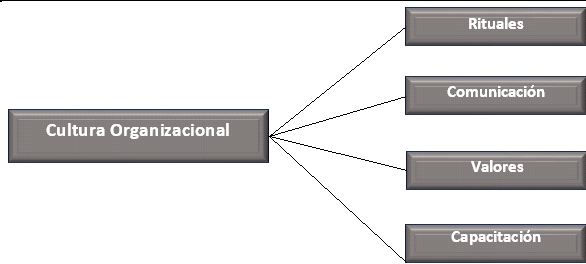
Finally, training allows the strengthening of the relevant patterns of Organizational culture (Reyes, 2020). Therefore, it is important to have targeted collaborative models for knowledge acquisition and innovation (Martínez, Palos and Vargas, 2017), through training that is bridged from the current level of knowledge of the staff.

In fact, it was Blegen et al (2010), who reported that, in a study conducted in medical units, the safety culture (in this case medical) was perceived to have improved one year after the staff had received training. This study included dimensions such as teamwork, Organizational learning, openness in communication and feedback.

One of the main premises of human talent management is the training and development of people, and it is considered to be one of the fundamental bases of Organizational culture. Derived from the study conducted by Bernal and Vargas (2017), they identified that Organizational Culture based on human talent management has a positive impact in relation to the permanence of small and medium-sized companies in the context of the study. In addition, it allows not only to develop skills or know tools, but also to have clearly identified their role in the organization, as well as the objectives to be achieved.

The model generated from the present research is:

**Box 3**



**Figure 2**  
Organizational culture

**Research Methodology**

The research method is quantitative with a descriptive correlational and testable scope to the models used in the context of public administration. A variable with a total of 5 dimensions is integrated; these variables generate 20 questions using a 5-point scale, so it would take about 15 minutes to answer this evaluation.

The research is carried out using the survey technique, applying the questionnaires electronically with the GoogleForms tool and disseminated to federal and state agencies and municipalities.

In the period of application, the census of public servants is at least 35,194 workers, so the sample size is set at 200 applications, according to the law of statistical regularity (López-Roldán and Fachelli, 2015, Periódico Oficial, 2023), considering that from this value any additional respondent would not contribute significantly to both the reliability and the reduction of the margin of error in the analysis.

**Results**

The analysis of the instrument itself is carried out, having generated a Cronbach's Alpha of .854, confirming its validity and reliability in the description of the Organizational Culture variable:

**Box 4**

**Table 2**

Cronbach's Alpha

Alfa de Cronbach	Alfa de Cronbach basada en los elementos tipificados	N de elementos
.854	.862	20

Given the above, we consider the correlation table that allows us to analyse the level of correlation between the items (Table in Annexes 1).

We proceed to analyse the correlation at the dimension level (Table in Annexes 2) versus the Organizational Culture variable.

It is identified that the Expectation dimension has no significant correlation with the rest of the dimensions and a very low contribution to the Organizational Culture variable. Given the above, we proceeded to discard the Expectations dimension, thereby optimizing the Cronbach's Alpha of the instrument (Table 3).

**Box 5**

**Table 3**

Alfa of Cronbach

Alfa de Cronbach	N de elementos
.903	17

According to this sequence of analysis, the dimension that has the greatest impact on this model is Communication, followed by Training, Rituals and Values, in that order.

**Conclusions**

Organizational culture has dimensions that describe them differentiated according to the context or moment in history that addresses it (Table 1). For public administration in the state of Tabasco, the study identifies four dimensions that explain and describe Organizational culture, with the highest presence of Communication (.855) coinciding with Chiavenato (2009), Carballo and Meleán (2022) in pointing out communication as essential in the quality of interrelationships and the construction of solutions, and finally, with Schoderbek, (1984) in pointing out the importance of the transfer of information within Organizational control. It is interesting to note the level of importance and influence of the training dimension, which encompasses staff training, whether institutional or external, and according to Bernal and Vargas (2017), constitutes one of the lines of human talent management as the basis of Organizational culture, through training actions.

Rituals and values have a similar and important presence in Organizational culture, in fact, even among the same dimensions, values have been present since the beginning of the studies of the administrative discipline (McGregor, 1957) and have remained there until recent contributions such as Patlán, Betanzo, De la Cruz and Espinoza in 2020.

Although at the beginning of studies on the dynamics of organizations, expectations have been considered as key factors that lead to the adaptation of the individual in the Organizational culture (McGregor, 1957 and Kroeber and Kluckhonn, 1952), in the context of this study, expectations do have a presence in Organizational culture but not significantly (-.043) in its correlation with the variable in general, which is why it has been decided to eliminate it from the current model, especially because of its differentiation from the rest of the dimensions.

It is important for government organizations in the State of Tabasco and similar, to strengthen the four dimensions, starting with communication in all its modalities, formal and informal, ensuring its equanimity and relevance. Next, staff training, both in soft skills and in technical aspects that give them a greater sense of professional self-realisation.

Very close in their influence on the Organizational culture variable are dimensions that frame and reflect the particular nature of each organization, the rituals represent the dynamics themselves and the values, although they must be in line with the institutional values, may not always coincide with those of the Organizational culture, which is why it is essential to generate training processes that allow for the corresponding alignment.

The analysis and management of the dimensions of Organizational culture contributes to the better achievement of Organizational objectives and goals, strengthening, in addition, the human experience, as well as the quality of interpersonal relationships.

**Declarations**

**Conflict of Interest**

The author declares no conflict of interest. He has no competing financial interests or known personal relationships that could have influenced the item reported in this article.

**Availability of data and materials**

The author has the research instruments as well as the database that allowed for statistical processing of the information.

**Annexes**

**Annex 1.- Correlaciones entre dimensiones de la Cultura Organizacional**

	Ri01	Ri02	Ri03	Com01	Com02	Com03	Com04	Exp01	Exp02	Exp04	Va01	Va02	Va04	Va06	Cap01	Cap02	Cap03	Cap04	Cap06	Cap06
Ri01	1	0.697	0.411	0.562	0.617	0.383	0.364	0.342	-0.19	-0.18	0.315	0.394	0.446	0.403	0.3	0.245	0.362	0.399	0.226	0.26
Ri02	0.697	1	0.401	0.552	0.555	0.337	0.417	0.356	-0.22	-0.18	0.325	0.38	0.33	0.421	0.323	0.325	0.241	0.368	0.331	0.348
Ri03	0.411	0.401	1	0.397	0.317	0.344	0.384	0.2	-0.08	-0.07	0.177	0.223	0.259	0.283	0.239	0.203	0.114	0.355	0.168	0.237
Com01	0.562	0.552	0.397	1	0.606	0.436	0.453	0.312	-0.28	-0.24	0.266	0.437	0.402	0.462	0.448	0.271	0.303	0.35	0.239	0.252
Com02	0.617	0.555	0.317	0.606	1	0.433	0.427	0.354	-0.29	-0.27	0.297	0.363	0.398	0.408	0.372	0.244	0.352	0.311	0.276	0.237
Com03	0.383	0.337	0.344	0.436	0.433	1	0.7	0.229	-0.39	-0.23	0.463	0.447	0.527	0.5	0.49	0.228	0.217	0.372	0.261	0.305
Com04	0.364	0.417	0.384	0.453	0.427	0.7	1	0.154	-0.38	-0.26	0.495	0.478	0.498	0.454	0.552	0.281	0.248	0.459	0.252	0.269
Exp01	0.342	0.356	0.2	0.312	0.354	0.229	0.154	1	-0.2	-0.13	0.192	0.274	0.28	0.229	0.11	0.086	0.254	0.167	0.192	0.103
Exp04	-0.19	-0.22	-0.08	-0.276	-0.291	-0.387	-0.381	-0.2	1	0.332	-0.41	-0.48	-0.39	-0.36	-0.28	-0.07	-0.15	-0.24	-0.14	-0.08
Va01	0.315	0.325	0.177	0.266	0.297	0.463	0.495	0.192	-0.41	-0.22	1	0.574	0.648	0.491	0.333	0.331	0.22	0.238	0.178	0.072
Va02	0.394	0.38	0.223	0.437	0.363	0.447	0.478	0.274	-0.48	-0.34	0.574	1	0.615	0.568	0.477	0.229	0.276	0.239	0.238	0.218
Va04	0.446	0.38	0.259	0.402	0.398	0.527	0.498	0.28	-0.39	-0.22	0.648	0.615	1	0.676	0.388	0.209	0.263	0.292	0.164	0.158
Va06	0.403	0.425	0.283	0.462	0.408	0.5	0.454	0.229	-0.36	-0.18	0.495	0.568	0.676	1	0.437	0.331	0.195	0.304	0.306	0.279
Cap01	0.3	0.323	0.229	0.448	0.372	0.49	0.552	0.11	-0.28	-0.17	0.333	0.477	0.388	0.437	1	0.364	0.291	0.603	0.353	0.328
Cap02	0.245	0.329	0.203	0.271	0.244	0.228	0.281	0.086	-0.07	-0.16	0.331	0.229	0.259	0.331	0.364	1	0.075	0.338	0.395	0.625
Cap03	0.362	0.241	0.114	0.303	0.352	0.217	0.248	0.254	-0.15	-0.2	0.22	0.276	0.263	0.195	0.291	0.075	1	0.346	0.137	0.054
Cap04	0.399	0.368	0.355	0.35	0.311	0.372	0.459	0.167	-0.24	-0.17	0.238	0.259	0.292	0.304	0.603	0.338	0.346	1	0.335	0.367
Cap06	0.226	0.331	0.168	0.239	0.276	0.261	0.252	0.192	-0.14	-0.01	0.178	0.208	0.164	0.206	0.353	0.295	0.137	0.335	1	0.725
Cap06	0.26	0.348	0.237	0.252	0.237	0.305	0.269	0.103	-0.08	-0.05	0.072	0.218	0.158	0.278	0.328	0.625	0.054	0.367	0.725	1

**Annex 2.- Correlaciones entre las dimensiones versus Cultura Organizacional**

Dimensión	Rito	Comunicación	Expectativa	Valores	Capacitación	Variable Cultura Organizacional
Rito	Correlación de Pearson Sig. (bilateral) N	1 0.671(**) 189	-0.035 0.000 188	0.456(**) 0.000 188	.512(**) 0.000 187	.792(**) 0.000 187
Comunicación	Correlación de Pearson Sig. (bilateral) N	0.671(**) 0.000 188	1 0.201(**) 190	0.606 0.000 189	.602(**) 0.000 189	.855(**) 0.000 187
Expectativas	Correlación de Pearson Sig. (bilateral) N	-0.035 0.632 189	1 -2.01(**) 190	0.006 0.000 191	-0.253(**) 0.006 190	-0.43 0.559 187
Valores	Correlación de Pearson Sig. (bilateral) N	0.456(**) 0.000 188	0.608(**) 0.000 189	1 0.000 190	-0.253(**) 0.000 190	.745(**) 0.000 187
Capacitación	Correlación de Pearson Sig. (bilateral) N	.512(**) 0.000 188	.602(**) 0.000 189	-0.197(**) 0.006 190	1 0.000 190	.819(**) 0.000 187
Variable Cultura Organizacional	Correlación de Pearson Sig. (bilateral) N	.792(**) 0.000 187	.855(**) 0.000 187	-0.43 0.559 187	.745(**) 0.000 187	1 0.000 187

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