

SOCIAL ENVIRONMENT AND DECISIONS, FACTORS IN ORGANIZATIONAL BEHAVIOR OF A BUSINESS SCHOOL IN MEXICO

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ABSTRACT

The study addresses some of the organizational climate taking into account only with two factors that makes it up: Social Environment and Decision Making. The objective of this research is to identify and document the relationship of these factors on the subjects of the Unidad Académica de Contaduría y Administración de la Universidad Autónoma de Zacatecas in Mexico. This is a follow-up study to the prior research that address the organizational behavior, yet taking into account other factors that constitute it. This study is important because it is known that the organizational behavior provides information to administrators about the conditions in which they may change the strategy of working group, so they should guide the actions leading to direct the course of the subjects towards the goals of the organization, so that this situation, allows for the continuous improvement of relations in an organization. The organizational behavior has been studied since the late sixties of last century, but now we integrate various factors that identify areas of opportunity for companies and institutions to achieve the full potential of which they are capable to do collective work. It is a study based mainly on qualitative analysis to perform descriptive statistics, correlation analysis and finalizes with factorial analysis. The results with which we conclude identify the best conditions of the factors in the measuring organizational work behavior; work with appropriate recommendations for each factor is concluded.

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KEYWORDS: Organizational Behavior, University, Social Environment, Decisions

INTRODUCTION

At the Unidad Académica de Contaduría y Administración (UACA) de la Universidad Autónoma de Zacatecas a study has been made of the organizational environment through various factors that allow approaching the perception of organizational members regarding this situation. It has redefined the study of the organizational climate considering new authors that write about these issues, the author of this work has added some conditions that expand the perception of this organizational condition. This work aims to seek some conditions of the social environment and decisions that arise in the organization, so that if it is desired they can improve those aspects which are appropriate to modify in any organization and particularly by the authorities of this object study.

When the organization is studied it is normally supposed that social relationships are generated among people and may occur automatically in conditions that are as favorable as possible. However, the reality is that these conditions vary from person to person and sometimes are not desirable, so social contacts may be regulated by the administration, generating an impact on our subject.

Persons living in the organization perceive its direction, taking into account the daily decisions taken from strategic positions to the actions given by members of the organization of the lowest positions. When

appropriate decisions are taken in the right direction the members may perceive that everything is fine, but when decisions are perceived not to be the best, or that are affecting the direction of the organization, members could create a non-desirable climate. This paper is organized in a way that leads us from the theory to the results, and a final discussion. Considering these situations we state the following research question: How do the integrands of the UACA perceive the social environment and decision making as part of the organizational climate? This question generates the following objective: To determine the perception of members of the UACA about the social environment and decision making as part of the organizational climate. This objective has the following hypothesis: The perception of members of the UACA about the social environment and decision making as part of the organizational climate is most favorable.

LITERATURE REVIEW

Although most of the research and public pressure concerning sustainability has been focused on the effects of business and organizational activity on the physical environment, companies and their management practices profoundly affect the human and social environment as well. Pfeffer considers some possible explanations for why social sustainability has received relatively short shrift in management writing, and outlines a research agenda for investigating the links between social sustainability and organizational effectiveness as well as the role of ideology in understanding the relative neglect of the human factor in sustainability research (Pfeffer 2010).

Becker, in his 2007 research, about the information age in which employees are workers of knowledge, and the amount of information expands exponentially, managing knowledge in all its forms has become a major organizational challenge: studied data, information, and knowledge. Data was defined as a set of discrete, objective facts about events. Information transforms data by adding meaning or value to give it relevant purpose. And information as data has been sorted, analyzed, and displayed, and is communicated through spoken language, graphic displays, or numeric tables. Knowledge draws on both data and information as a fluid mix of framed experience, values, contextual information, and expert insight that provides a framework in evaluating and incorporating new experiences and information (Becker 2007).

Davis says that physical settings in offices have largely been ignored by managers and scholars; however, they may influence behavior in numerous ways. In his paper he pulls together relevant research and examines it in terms of the physical structure, physical stimuli, and symbolic artifacts that comprise office settings (Davis 1984).

There are ethnographic studies about the findings of research that examined the impact of workplace design features on newly acquired communication skills when reintegrated on the job. However, the qualitative nature of this study, limited quantitative measurement of the design features and learned skills. Kupritz studied supervisor perceptions about the relative importance of organizational factors affecting transfer, he measured relationships between learned skills and workplace design features, and prioritized the importance of the design features to support learned communication skills. Participants in this case study held nonacademic supervisory positions at a major land-grant university. The supervisors had attended a communication skills training workshop and had been applying their learned skills for about 6 months. The findings indicate that the workplace design appears to play a vital role in facilitating as well as impeding communication skills transferred in face-to-face interaction with employees (Kupritz 2011).

There were differences reported in health behaviors and socio/organizational environment by gender, race, age, income, and worksite size. For example, agreement with the statement of the company values was highest among Whites, older employees, and higher income workers. As worksite size increased, the reporting frequency of seeing coworkers doing several types of healthy behaviors (eating fruits and vegetables, doing physical activities, and doing them during breaks at work) increased. In adjusted

analyses, employees agree the company values in health were more likely to engage in higher physical activity levels and less likely to be obese. Seeing co-workers eating fruits and vegetables was associated with increased reporting of eating at least one vegetable per day and seeing co-workers being active was associated with higher physical activity levels. This research suggests that social/organizational characteristics of the workplace environment, particularly feeling that the company values of the workers' health and seeing co-workers engaging in healthy behaviors, may be related to nutrition and physical activities and obesity (Tabak et al 2015).

By studying what the research says about decisions we find theorists who addressed the issue from different angles. Uncertainty has been thought to challenge the cognitive capabilities of managers and thereby undermine their decision-making abilities. However, managers who experience uncertainty in that they are unsure of the adequacy of their own position may open-mindedly consult with their colleagues in the organization before they make the decision. A sample of 122 Chinese mainland managers described and rated a critical incident when they tried to make a decision. To the extent that managers initially felt uncertain about the solution they engaged in constructive controversy, i.e. the open-minded discussion for mutual benefit, which, in turn, led to effective decision-making. Cooperative goals further moderated the association of uncertainty with cooperative goals such that the positive association was stronger with less cooperative goals. These results underline the positive role of uncertainty in solving difficult problems, especially under competitive goals (Tjosvold, 2013).

Non-profit organizations and leaders may benefit from the utilization of behaviors attributed to emotional intelligence. The consideration of emotional intelligence skills becomes a strategy for the development of the non-profit organizational leader's ability to assess the impact and consequences of decisions, while simultaneously improving the quality and effectiveness of the decision-making process. Four essential elements of emotional intelligence and their associated 20 behavioral competencies were utilized to develop a methodology for the practical application of emotional intelligence skills to leadership decision-making within the non-profit organization (Hess and Bacigalupo 2013).

Studies of organizational communication around decision-making and decision communication have largely been a concern as to how decisions should be made and promoted. Fewer efforts have focused on how decisions should be communicated inside organizations and how they influence organizational effectiveness and performance. A study made by Mykkänen and Tampere examined decision communication in an engineer-based organization, 2008–2009, the result demonstrates that effective decision communication can be considered as the backbone of organizational communication, which can benefit the whole organization from top management to lower levels. Organizations need to make decision-making processes visible. From an organizational communication perspective this means holding decision meetings, certain rites and documents. Organizations as systems need a rational type of order to follow the decision-making process. The public relations or communication management workers role (specifically internal relations management) in organizations has traditionally been to communicate the goals and objectives of current decisions at hand (Mykkänen and Tampere, 2014).

Marques Miragaia and her team studied situations to identify and prioritize the stakeholders involved in making decisions in a sports organization. An analysis was used to assess the influence of the attributes of power, legitimacy and urgency on the salience of the various stakeholders. They showed a convergence of external and internal decision maker perceptions, concerning the three main stakeholder groups: top management, sponsors and member association. A generalized differentiation was also found in stakeholder classification, regarding evaluation of attributes, between external and internal decision makers. In addition, it's shown that the success of management organizations will depend on correct identification of stakeholders and consequent assessment of their relevance, in order to highlight who should get priority, and how, in strategic decision making (Marques Miragaia et al 2014).

Decision-making about innovative change in high-risk networks is exceptionally difficult because system failure may result in a catastrophe. Bierly and his colleagues adopt a historical method to compare the US and Soviet choices in their nuclear submarine attack programs between 1970 and 1996 came to surface their complex political, technological, and operational relations. One program achieved high reliability in the face of innovation while the other did not. Actor network theory helps illuminate the interactions and resulting innovation paths and dependencies. They study how open communication and power dispersion across high-risk networks influence system reliability, individuals spanning multiple groups within the network generate dominant coalitions, and strong safety advocates impact the network (Bierly et al, 2014).

DATA AND METHODOLOGY

The research presented is exploratory, therefore quantitative analysis is applied. A questionnaire was designed and implemented to obtain data that would meet the proposed objectives. We sought to determine a representative sample of all the subjects of the UACA to prove this hypothesis and to do it extensively to the entire population involved.

A correlation analysis of the variables that integrated the organizational climate called "factors" with the three most representatives of the general data used. Spearman correlation analysis was used because we have no parametric data; not all coefficients were written. The three main correlations of each variable are presented and indicate if there are any that are more related to the others. It indicates how a variable is correlated with the others. A high correlation will be used if there is significance at five percent and a very high correlation if the significance is one percent.

The formula used to calculate the sample is suggested by Berenson & Levine. For the type of study conducted, based on the value that others have done in similar work studies the level of confidence we assume is 95 percent and we are willing to commit an error of 5 percent. With this information the formula used is:

$$n = Z^2 p * q / (e^2) \tag{1}$$

Where: n= sample size; Z: desired confidence level 95% = 1.965; e: error, and p: represents success.

Being that there is a finite population we use a formula that allows us to reduce some surveys applied to the total sample. The elements of this formula are specified according to the following: n_0 is the result just obtained recently by considering an infinite population, N is the total population, and n is the total survey. Applying the correction factor for finite population:

$$n = Nn_0 / (N + n_0 - 1) \tag{2}$$

The collected data was obtained directly, through the application of a survey of 372 subjects of the UACA through a questionnaire of 24 multiple-choice questions and using the Likert scale. The questionnaire was administered in June 2013 in a way that corresponds to the different segments that can be grouped in a stratified sample.

RESULTS AND DISCUSSION

Analyzing the results of the social environment factor we realize that the variables with greater results have to do with the questions listed below. The question that the level of support between colleagues frequently has as much help or more with 39%, this situation is repeated across sectors, programs and gender, varying only the percentages in each questioned case. In Table 1 we observe the questions

administered in the survey that relate to the factor “social Environment” and its corresponding frequencies as to the possible options in a Likert scale. We find the major frequencies in the right column of the table that correspond to the most favorable situations of the factor and that contribute to a better Organizational Climate. We emphasize that the highest frequency is the question “Fellowship factor influencing daily activities” with a 45% under the “More” option. The lowest response with major frequency is in the question “Are known media available to the UACA” with 25%. This indicates that the responses are dispersed within the various options.

Table 1: Frequencies in Social Environment Factor

Variable	None	Some	Median	Sufficient	More
The level of peer support is	6%	6%	17%	32%	39%
The level of peer support response is	3%	6%	19%	27%	44%
Fellowship factor influencing daily activities	5%	6%	15%	29%	45%
I let others take responsibility and initiative to solve problems	24%	18%	27%	21%	11%
Before addressing the points on which there is disagreement those in agreement are highlighted	8%	9%	35%	33%	16%
Seeking solutions are convenient for the parties	5%	8%	24%	32%	31%
Provision shall be made to avoid unnecessary friction.	6%	8%	34%	28%	23%
Conflict situations that are unpleasant are avoided.	5%	11%	24%	31%	30%
Known media is available to the UACA	14%	17%	25%	24%	19%
Information usually flows by institutional means	13%	14%	32%	25%	16%
Organizational matters are solved by group work	11%	14%	29%	26%	21%
It is comfortable working as a team	5%	4%	19%	31%	41%
Decisions taken in which all agree	4%	6%	16%	31%	43%

Table 1. We observe that the questions administered in the survey correspond to the “Social Environment” factor, emphasizing that the highest frequencies are in the column to the right of the table with the most favorable results for the organizational climate. In analyzing the results obtained with respect to decision factor we find that the results are as follows.

In analyzing the results obtained with respect to decision factor we find that the results are as follows. Table 2 represents the results obtained from the applied questionnaire corresponding to the factor, “making decisions.” The questions that conform to the factor are to the left and the percentages obtained for each option are to the right. The highest frequency is held by the question, “Making favorable decisions -effect on the Institution” with a 38% under the “Sufficient” option and the lowest majority of the frequencies are in the question “Decisions are evaluated periodically” with a 27% under the option “Sufficient”, signifying the great dispersion of results for this response.

Table 2: Frequencies in Decisions Factor

Variable	None	Some	Median	Sufficient	More
The decision aims to meet organizational goals	5%	5%	22%	35%	34%
Making favorable decisions effect on the institution	3%	6%	21%	38%	32%
The decisions made in the UACA, benefit the community	3%	7%	28%	35%	27%
UACA takes into account your opinions and suggestions	9%	15%	30%	27%	20%
We meet to participate in making UACA decisions	6%	8%	24%	28%	34%
The results of team decisions matter to you	3%	6%	28%	34%	29%
The personal decision-making was successful	3%	7%	22%	35%	33%
In UACA the decisions are	7%	9%	24%	30%	31%
Decisions are made collectively	8%	9%	26%	32%	24%
Decisions are evaluated periodically	9%	13%	25%	27%	26%

Table 2. we can observe that the questions generated by the factor, “Making decisions”, emphasizes that the highest frequency is the question that relates to the decisions that are taken in the school and its affects within it. Although, it is not in the major option, this demonstrates cohesion to the image of the UACA.

Correlations between the variables were as follows: with respect to the factor called social environment all variables have correlations with a significant higher level than 99% to each other. The same situation applies to the decision factor.

In the first factor we find variables “Having the right means” and “the institutional means” have the highest correlation between them, 0.734, variables “Avoid conflicts” and “avoid friction” have the value of 0.725, “aid” and “response to help” variables correlate to 0.678.

With respect to the variables that make up the decision factor the highest correlations in variables are in “decision making is evaluated”, and “this is done on a regular basis” with 0.740, the following highest correlation degree generate variables measuring “compliance with the targets” and “favorable decisions” with 0.677 and the third highest correlation variables “benefits” and “school improvement” with 0.629

CONCLUDING COMMENTS

In general, we see that the first factor is mostly favorable responses that support the organizational climate. Similarly, the data found in the second factor Decision making most of the data are favorable organizational climate for most. Most favorable response data for the social environment is perceived fellowship members. The answer less favorable of any variable is the flow of information that is not by favorable channels. In the decision-making factor variable with the most favorable data is the fulfillment of institutional goals. In this variable factor with less favorable data is the fact that decisions are taken collectively. All variables have correlations with significance under 1%, except the variable responsibility that is left to others for decision-making. We can mention that we do not have statistical evidence to reject the hypothesis that the social environment and decision-making factors positively contribute to an organizational climate.

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BIOGRAPHY

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