Diagnosis of Self-Knowledge to Improve the Organizational Climate of Small Businesses in Tulancingo, Hidalgo, México

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Abstract: Self-knowledge strengthens abilities and skills, gives direction and meaning to a person's life, and improves his behavior and attitudes in the same way that it allows the individual to achieve goals and objectives. This study aims to reduce job dissatisfaction through self-knowledge and contribute to improving the work environment through self-knowledge. When the individual does not know himself, his aspirations, goals, strengths and weaknesses, motivations, when he does not have a life project and does not know what he wants, why he reacts in a or another way, therefore, the individual acts without responsibility for blaming someone or something else for what happens to him and this affects his daily life and therefore, the organizational climate. The main objective of this study was to know how self-knowledge affects the improvement of the organizational climate using tools from the semiology of everyday life model to diagnose the harmony and fullness of the workers and simultaneously diagnose the organizational climate, analyzing the results of a multivariate statistical analysis where we observe what aspects should be considered to improve people's quality of life and thereby contribute to improving the organizational climate by reducing dissatisfaction and raising people's quality of life. This study allowed us to see that physical and emotional health are essential for attention.

Keywords: organizational climate, self-awareness, life project, semiology of everyday life.

自我知識診斷以改善墨西哥伊達爾戈圖蘭辛戈小企業的組織氛圍

摘要：自我認識可以增強能力和技能，為一個人的生活指明方向和意義，並以與允許個人實現目標和目標相同的方式改善他的行為和態度。本研究旨在通過自我認識減少工作不滿，並通過自我認識為改善工作環境做出貢獻。當個人不了解自己、他的抱負、目標、長處和短處、動機時，當他沒有人生計劃並且不知道他想要什麼時，他為什麼以某種或另一種方式做出反應，因此，個人的行為沒有 將發生在他身上的事情歸咎於某人或某事的責任，這會影響他的日常生活，從而影響組織氛圍。本研究的主要目的是了解自我知識如何影響組織氛圍的改善，使用日常生活模型符號學工具來診斷員工的和諧和充實，同時診斷組織氛圍，分析結果 多元統計分析，我們觀察應該考慮哪些方面來提高人們的生活質量，從而通過減少不滿和提高人們的生活質量來改善組織氛圍。這項研究讓我們看到身體和情緒健康對於注意力至關重要。

关键词：組織氛圍、自我意識、生活計劃、日常生活符號學。

1. Introduction

Mexico has been a country that has shown the greatest dissatisfaction in their work conditions in the world. A 2016 report by the Gallup company showed that in Mexico, only 12% of workers are satisfied with their jobs, 60% are disengaged, while 28% do not hesitate to state that they are totally dissatisfied with their jobs [1]. A factor that can be considered the basis of workers' dissatisfaction is the lack of harmony and

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fullness in their life projects and this not only generates job dissatisfaction but also personal dissatisfaction and this is based on the aspect that people do not have a knowledge of their own being; they do not know who they are and what are their purposes, nor do not know what they want, neither they are conscious about what they know and this results in living without knowing what are their life projects. This causes the individual (employee) to live, among other things, in states of anxiety and anguish that most likely lead them to live in frustration and permanent dissatisfaction [18]. The same individual blames others for his life situation, in all fields and areas that integrate their life project, which is reflected in the semiology of everyday life model [25]. This is a model of permanent education, oriented to the development of consciousness, to improve the quality of life in individuals, couples, families, companies and institutions, both public and private, which seeks to influence the reformulation of the social structures, to contribute to making them an organic and harmonious whole, generating the possibility of an evolutionary process of the human species in greater fullness, both individually and collectively [25].

To talk about organizational climate is to refer to the group of measurable properties of a work environment, as they are perceived by those who work there: knowing and measuring the organizational climate can make the difference between a company with good performance and one with poor performance [10]; however, this research notes that limited studies talk about the link between organizational climate and self-awareness, that is, how much employees have an awareness of themselves, of their being, of their life project, and how much this impacts the work climate. This research seeks to identify the different aspects of the people that need to be addressed to try generating a favorable organizational climate for small businesses and to ensure that workers in small businesses work in favorable environments so that they can develop their activities in an organizational climate that allows them to develop their capabilities to the maximum, this through factor analysis to analyze the importance of the relationship between organizational climate and self-awareness.

The semiology of everyday life bases its model on the importance of self-knowledge; this model diagnosis and analyzes the strong and weak sides of each of the five potentials that integrate the myself: instinctive, motor, sexual, emotional and rational; and of four spheres that are those related to health, work/vocation, family and social life that integrate the life projects of people [26].
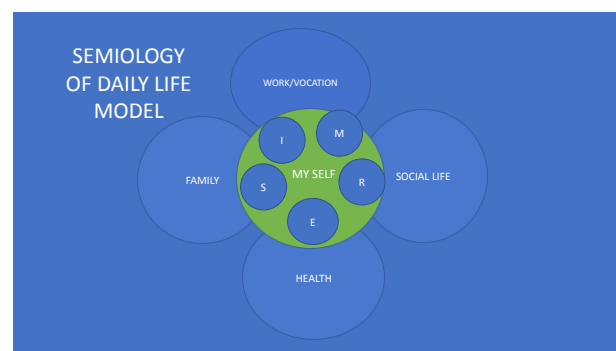

Fig. 1 Semiology of everyday life model (Own elaboration taken from [34])

In such a way that when people explore themselves, they discover not only the capabilities that they can develop in each potential, but it allows them to interconnect all their strong sides. Discovering their strong sides, allows the worker to discover their true vocation, which is understood as an internal calling that will allow them to develop their talents and thereby structure a life project [26]. Knowing oneself represents what the people narrate to themselves and to others, the representations and words about ourselves not only describe us more or less realistic; they also realize us and transform us: knowing oneself is the invitations that since the Greeks have come to us [6]. However, it is also considered that self-knowledge can be seen as the knowledge of facts about oneself; such as knowing one's DNA; weights and measures, personal beliefs, emotions and desires, moral and political attitudes and marital status, among many others [16].

2. Literature Review

Organizational climate and self-awareness are two distinct but related concepts, on the one hand, organizational climate is the perception and appreciation of employees to the processes and procedures, as well as the relationships between people and the physical environment, which affect relationships and influence the behavioral reactions of employees, and therefore, modify the productive development of their work and the organization.

The work climate, also known as organizational climate, is a widely studied concept and it is understood as a variable that acts between the organizational context and the behavior of the members of the company [22]. Organizational climate consists of a group of characteristics that define an organization, makes it different and distinguish it from other organizations [31], it can also be defined as the set of attributes that can be perceived about a particular organization and/or its subsystems, and that can be induced by the way the organization interacts with its members and with its environment [31, p. 7].

Previous research on work climate has focused on internal factors that influence how employees

experience and perceive it, such as leadership style [28], job characteristics such as autonomy and training [23], rewards and motivations [2] and even human relations within the organization expressed in the form of support [21]. Few authors have considered external factors to organizations that can influence organizational climate [4, 24], such as the interaction between personal and organizational characteristics [8]. Some researchers have integrated variables such as financial and parental independence in Generations Y and Z and their impact on work climate [15], however, the lack of research that integrates self-awareness by the employees themselves is evident. This makes the research presented in this article relevant and innovative.

3. Methodology

For the diagnosis of the organizational climate, a questionnaire of 21 items on a Likert scale of 5 levels was applied, where 1 is equivalent to "Never" and 5 is "Always." Additionally, nine questionnaires were used for the study of the self-diagnosis of the life project following the Semiology of everyday life model [18],

which include the measurement of five potentials, which are instinctive (47 items), motor (47 items), sexual (48 items), emotional (48 items) and rational (44 items); and four spheres, which are health (51 items), work/vocation (51items), family (51 items) and social life (51 items). These 438 items included open-ended questions and questions with dichotomous responses (Yes/No). In this work, only the items that were answered dichotomously were included in the statistical analysis. The sample size was calculated using an error of 5%, p=q=0.5 and N=5900. The study had a sample that was composed of 370 workers, all of them from small companies from Tulancingo. The application was carried out between March and July 2021, through an online form and previous explanation to the workers in a two-hour workshop of what a sphere and a potential means, in addition to establishing previous contact with the employer, to set a date and time to go to the company when possible, or to do it virtually through an available platform such as classroom or zoom. The reliability of the scale had a Cronbach's alpha within acceptable parameters with a value of α=0.834.

METHODOLOGY

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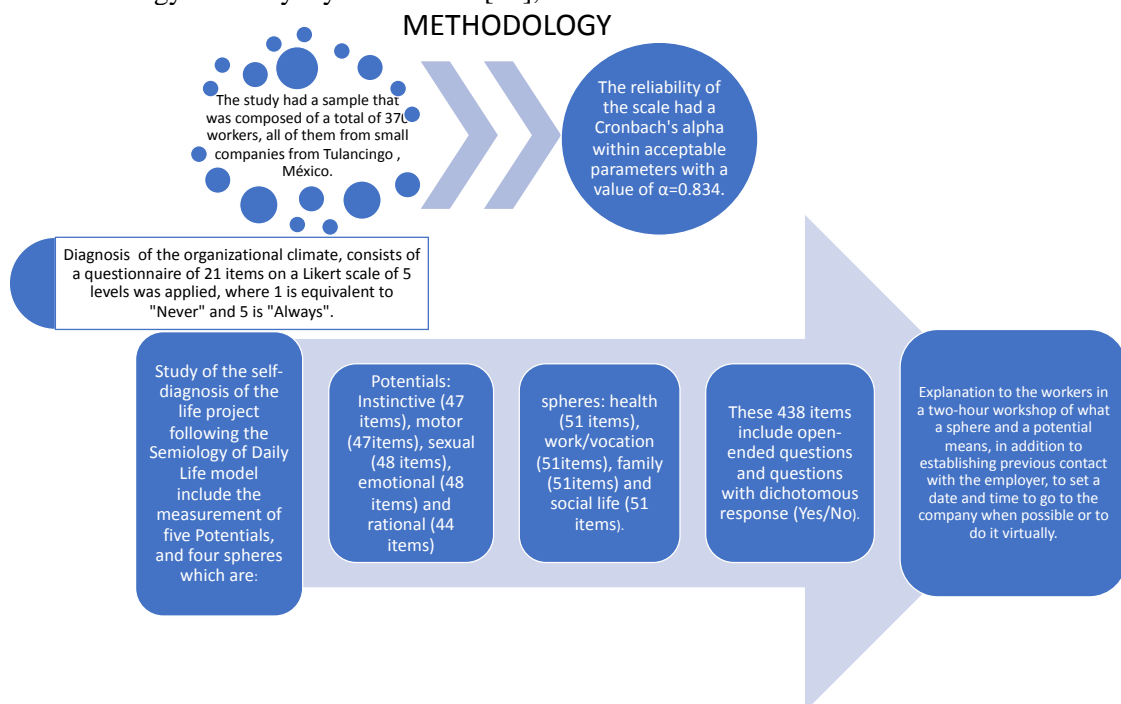
Fig. 2 Methodology (Own elaboration)

4. Results of the Multivariate Statistical Analysis

After analyzing the descriptive statistics, the multivariate statistical analysis consisting of a factor analysis was performed to summarize the variables into their principal components [9] to subsequently find those variables that influence the way employees perceive the work climate. The analysis performed will be explained in detail below:

The first step to performing the statistical analysis of the dichotomous variables consisted of performing a database cleaning [9]. The original database consisted

of 348 dichotomous items; the total number of cases in the database for analysis was the same 370 workers who were surveyed about organizational climate.

SPSS V.25 was used to perform the categorical principal component analysis (CATPCA) [3]. It was decided to keep an ordinal value when running the analysis to preserve the order of the categories, in this case "Yes" answers were coded as 2 and "No" answers were coded as 1 [3, 12].

Five random subsamples were performed to compare the results obtained and conclude the generalization of the results. In this process, it was

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necessary to find in each subsample which variables appeared significantly and to determine to which spheres and/or potentials of the life project they correspond and with this to know if a relationship allows us to know which variables are those that influence how the workers perceive the work climate in the small companies studied, that is, to find if there was or not a relationship between self-knowledge and the organizational climate. It was determined that if variables were found to be repeating in the subsamples studied, or if the sphere or potential was repeating, the results could be generalized to the population [9] for small businesses in the city of Tulancingo, Hidalgo, Mexico.

A random selection of approximately 60% of the cases was carried out to make each of the 5 subsamples in which we worked, which averaged 209 cases. The categorical principal component analysis [17] was performed on each sample. Similarly, in each subsample, to obtain a better appreciation of which variables loaded more strongly on each dimension [9], a Varimax principal component rotation with Kaiser Normalization was carried out. The Cronbach's alpha obtained was 0.997 for the organizational climate questionnaire and all the dimensions of the life projects that include the spheres and potentials, showed a Cronbach's alpha greater than 0.6, which shows the reliability of the dichotomous measurement scale.

In each subsample, all variables that showed zero variance were eliminated. To determine the number of dimensions to be used, the Gutman-Kaiser criterion was applied [5, 13, and 14], so it was decided that for each subsample 30 dimensions would be used in the solution, taking care that the variance explained was as close as possible to 50% or more for each subsample.

To proceed with the multiple regressions, it was decided to select those variables showing the highest loading for each factor as the representative of these same factors [9]. It we decided to perform a stepwise regression, so that only those significant variables in explaining the total score obtained for work climate is integrated into the model, this in each subsample [9].

The following tables show the variables that were significant for each of the subsamples; then from each table presented, the variables are analyzed and the results are interpreted.

Table 1 Health sphere: Variables that entered the model in the health sphere (Own elaboration)

	Coefficient	Significance level
Subsample 2 Do you have a thorough medical check-up at least once a year?	-3.604	0.042
Subsample 4 Do you have thorough medical check-ups at least once a year?	-3.472	0.047

Table 1 shows that not for all subsamples there are significant variables concerning the health sphere: the significant variable was the same for two subsamples, showing a negative coefficient, which is interpreted as meaning that having in-depth medical check-ups at least once a year has a negative influence on the way employees perceive the work climate. The above has different connotations: one of them is that in small companies there is no culture of disease prevention and one of the possible causes is that it is costly for the company that workers take time off work to have medical check-ups and another cause is that there is no obligation for the employer to have the worker undergo this type of test. It is also worth noting that the questionnaires were administered during the first months of the COVID-19 pandemic, and the results may also show how much employees were concerned and feared getting sick.

Table 2 Sphere of work/vocation: Variables that entered the model in the work/vocation sphere (Own elaboration)

	Coefficient	Significance level
Subsample 3 Do you feel supported by the company where you work?	3.886	0.032

Similarly, the Table 2 shows the work/vocation sphere, where only one subsample 5 showed a significant variable, and this corresponds to the question "Do you feel supported by the company in which you work?" This variable had a positive coefficient of 3.886, indicating that feeling supported generates the perception of a better work climate. However, this variable cannot be generalized to all employees of small companies since it only appears in one subsample 5 that were carried out.

Table 3 Instinctual potential: Variables that entered the instinctive potential model (Own elaboration)

	Coefficient	Significance level
Subsample 2 Do you get sick frequently?	-8.578	0.032
subsample 5 Do you often get sick?	-8.578	0.032

According to the Table 3, it shows the instinctive potential, and it is observed that in subsamples 2 and 5 the same variable was significant, with identical coefficients and significance levels in both cases, the coefficient is negative -8.578; this variable is necessary for consideration in the generalization of the results. These results can be interpreted as showing that when the employee is frequently ill, it has a negative influence on the rating of the organizational climate. Given that the study was conducted during a pandemic period, getting sick may have represented a risk factor for the company, not only for the workers but also for the company's productivity: the fear of calling in sick

represented uncertainty in those difficult moments and the possibility of being fired or not being paid, since companies fired their workers, paid them less, or many others were fired.

Table 4 Rational potential: Variables that entered the rational potential model (Own elaboration)

	Coefficient	Significance level
Subsample 3		
Do you think about this idea a lot?	4.507	0.008
Do you tend to order everything by hierarchies or nomenclature?	-3.569	0.032

Table 4 shows the variables that were included in the rational capacity model, and here we can see how two variables were significant: concerning the question "Do you think about an idea a lot?," the coefficient is positive 4.507 and can be interpreted as meaning that when the employee analyzes ideas a lot, this has a positive influence on how this employee rates the organizational climate; however, it is not considered for generalization because it only appears in a single subsample. Regarding the question "Do you tend to order everything by hierarchies or nomenclature?," the coefficient is negative -3.569, which means that ordering by hierarchies or nomenclature (perhaps including oneself as a subordinate) is unfavorable for the rating that employees give to the organizational climate. As in the previous variable, this one will not be considered for the same reason that it only appears in a subsample and the results cannot be generalized to all the small companies studied.

Table 5 Emotional potential: Variables that entered the model on emotional potential (Own elaboration)

	Coefficient	Significance level
Subsample 4		
Are you a cheerful person?	7.862	0.032

Table 5 shows that in the emotional potential only in subsample 4 a variable entered which was: "Are you a cheerful person?" (being a cheerful person positively affects the rating of the organizational climate); this variable had a positive coefficient of 7.852, indicating that being cheerful positively influences the organizational climate; however, it only appears in one subsample and cannot be generalized (a cheerful attitude in any area of daily life favors the development of activities and, in this case, of the work climate).

Table 6 Motor potential: Variables that entered the model on motor potential (Own elaboration)

	Coefficient	Level of significance
Subsample 4		
Are your movements usually fast?	-5.077	0.01

Continuing with the analysis of the results, the question "Are their movements usually fast?," which enters the model in the driving potential, appears in subsample 4 with a negative coefficient of -5.077, which can be interpreted as meaning that having fast movements negatively qualifies the organizational climate (Table 6). However, it cannot be generalized to all organizations because it only appears to be representative of one subsample 5 that were applied.

5. Discussion on the Analysis of the Multivariate Statistical Results

It can be observed in Tables 1-6 that in each subsample there are few significant variables, which are part of the different spheres and potentials that make up the life project of the workers of the small companies that participated in this study.

Questions such as "Is he/she a cheerful person?," which asks about an aspect that apparently has no relationship with the work environment, is significant for this model, since being cheerful is a pleasant emotion that implies a positive attitude. The authors of "Positive Psychology" give great importance to feelings, attitudes or positive emotions and show that these positively influence the quality of life of people and the quality of their work, both at the individual and organizational level [20]. Joy allows us to face the challenges of everyday life with another perspective, an attitude that according to the semiology of everyday life model is understood as a system of thoughts, beliefs and values that determines our behavior [25].

The question "Are your movements usually fast?," is included in the motor potential, in subsample 4 and refers to the person's ability to be in motion or at rest; to obtain information about the different factors involved in the performance of fast and coordinated movements, or fast and uncoordinated movements that produce work accidents or generate a lack of productivity by having to repeat actions due to mistakes derived from the rush to do it quickly and without sufficient care.

But this potential also refers to the individual's orientation capacity, fine and gross motor skills, body flexibility, muscle tone, spatial location and volume in space. Thus, it is related to the activities performed in the work environment. This variable resulted with a negative coefficient and having fast movements is not perceived as being positive in the rating of the organizational climate. This could be interpreted as a lack of analysis before making a movement, which could be counterproductive if it implies a lack of care.

The rational potential was presented in subsample 3 with the question: "Do you tend to order everything by hierarchies or nomenclatures?" As well as the question: Do you think about an idea a lot? This potential differentiates us from the rest of the living beings on the planet and refers to the capacity of reasoning, to conduct the processes of analysis and synthesis. Its function is to solve problems, paradigms, paradoxes and ambiguities.

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This potential makes the difference with the rest of the living beings on the planet because it is through this that we can think and it involves the ability to make decisions in accordance with the principle of reality and the the human being ability to observe and self-observe, which is this reflective and self-reflective capacity.

With respect to the sphere of work/vocation, which has the purpose of producing economic resources, it generates economic independence and in turn psychological freedom; in turn, vocation produces personal fulfillment, therefore it is considered fundamental that people work in what is their vocation, and if it were not in this way, it is sought that the individual assumes his vocation of service [26].

The question: "Do you feel supported by the company in which you work?" refers to the worker's perception of being supported and, therefore, of a better work environment, this question being found within the sphere of work and vocation, which indicates that the quality of life implies two directions, enjoying doing what one does and enjoying doing it with whom one is doing it.

However, the variables that resulted in a higher regression coefficient in most of the subsamples are those that must do with the sphere of health, which represents the axis of the system because, as is known, without health, there is practically no life project according to the semiology of everyday life model [26].

Being healthy brings pleasure; however, people tend to be negligent with this sphere that involves paying attention to sleeping processes, proper nutrition, daily exercise, relaxation, hygiene and aesthetics [26].

Nowadays and derived from the pandemic that humanity suffers, the topic of health is a preponderant topic and this, undoubtedly, is reflected in the subsamples, in addition, it should be considered that the whole study was conducted in the midst of this health crisis and propitiated that workers to be aware of the responsibility that each individual has on this issue.

This pandemic has questioned the vulnerability of the human being, deaths have been many as it is estimated to around 323,127 according to data provided by the government of Mexico [7], and regarding the state of Hidalgo, and deaths are estimated for 8,280 people according to data provided by the Autonomous University of the State of Hidalgo [30]. This disease has brought with it countless sequels derived from this disease, sometimes these persistent health problems are called post-COVID-19 syndrome, post-COVID-19 conditions, persistent COVID-19, chronic COVID-19 syndrome and acute sequel of SARS-CoV-2 infection [29]. Although it has been considered to primarily affect the lungs, it can also affect other organs, such as the heart, kidneys, and brain. Damage to different organs can lead to health complications that persist after COVID-19 [29].

The situation generated by the declared sanitary emergency invites employers to establish sufficient sanitary measures in their workplaces to guarantee the health of their workers as much as possible.

Derived from the above analysis, it can be deduced that the variables that proved to be significant in several subsamples were those related to health issues. This reflects the concerns that employees had regarding their health at the time the study was conducted.

However, it is necessary to go deeper into the analysis, given that even before the declaration of the health emergency, it could be considered a difficult issue to deal with the business community in the area under study since it shows the interest they have in the health of their workers. In Mexico, in Article 4 of the Political Constitution of the United Mexican States, one its paragraph states: "Every person has the right to health protection. The law will define the bases and modalities for access to health services and will establish the concurrence of the Federation and the federative entities in matters of general health, in accordance with the provisions of section XVI of Article 73 of this Constitution" [19]. However, in the state of Hidalgo, according to data from the National Institute of Geography and Informatics, the economically active population is 1,326714 (one million three hundred and twenty six thousand seven hundred and fourteen people), which represents 42.67% of the total population of the state of Hidalgo, of this economically active population only 235,746 (two hundred and thirty five thousand seven hundred and forty six people) have social security, which represents only 17.76% of the total number of workers [11]. The number of economically active people who have access to social security is very low and this leads to workers' concerns about getting sick because it is costly to receive health care in private institutions.

These results confirm that health indicators in Mexico and in the state of Hidalgo are very low for many reasons, one of the most important being that not all workers have access to health institutions and there is no culture of prevention, which has led to the fact that most of the health problems in the country are diagnosed late, which increases the cost of care and, therefore, fewer people have access to adequate services [27].

With respect to the other variables, the motor potential is of interest, and this is significant because it shows how much awareness one has about the movements, how much exercise is practiced, what is the muscle tone, how coordinated one is, how skillful one is in reading maps or in their movements, which shows that the realization of all these aspects was significant because it must do with the activities that are performed at work and that are determinants to carrying it out in the best way according to the capabilities and limitations of each individual.

However, the inclusion of the rational potential variable is very significant because it refers to the

intellectual capacity that enables problem solving, decision making, and awareness, reasoning, or response to various situations of daily life.

Also significant the variable that appears in subsample three, referring to the sphere of work and vocation because it evaluates the quality of life, pondering the harmony and satisfaction that the worker experiences, this sphere allow reflection on the behavior of the worker at work, the interaction with authority figures, but also with co-workers and above all the attitude he displays in the performance of his work.

Finally, it is also significant of the emotional potential, which touches on aspects that allow the worker to introspect into the world of emotions and thus observe which ones are more present in the life of the worker, and that determine their behavior.

In this research, very interesting data were found in the companies that were studied. The work carried out made it possible to establish direct contact with the workers; going into the work centers made it possible to see the interaction, coordination and willingness or not to conduct this work, which provides new data on which we can delve deeper and thus improve the performance of the small companies, although it is true that we cannot generalize the results since in most of the subsamples different variables appeared, as indicated in previous sections; however, it is an indication of aspects to be considered.

6. Conclusion

A comparison could not be made because currently we do not find evidence of a study that refers to the knowledge of oneself in relation to the organizational climate, for this reason we consider its study pertinent and necessary since it allowed us to see the need for people to know themselves and implement actions to improve all the areas of your life raise your quality of life and this has a positive impact on the organizational climate of companies

This investigation is an investigation based on a scientific method, it was carried out with bases and foundations that supported its validity and usefulness, allowing small companies the possibility that they can improve their work environment, however we found certain limitations such as:

• Lack of interest from employers in improving the organizational climate;
• Lack of interest of workers in be better physically and emotionally;
• Insufficient resources for training;
• Specialists in Semiology of everyday life must teach the model;
• Lack of time for entrepreneurs to conduct training;
• Lack of time of workers.

The findings when diagnosing the organizational climate through the tools of the semiology of everyday life model for improving the organizational climate

allowed us to see how the workers of small companies perceive it and to observe how factors influence this perception. This diagnosis of the organizational climate allowed us to identify areas of opportunity and make suggestions to improve it.

It was possible to identify that a priority area of attention is the sphere of health and instinctive potential. It is important to foster a culture of disease prevention and promote medical check-ups at least once a year, which would favor the qualifications that workers give to the organizational climate, ensuring that they work in favorable environments so that they can develop their activities in an environment that allows them to develop their potential to the maximum.

The fact that the workers could identify their life projects allowed them to know which areas of their life they had to attend to as a priority without this meaning that the worker had done so; and this was identified by conducting the workshops that were conducted both in their work centers and digitally through some of the available platforms, and this was done according to the disposition and needs of the companies studied. The workers to whom the questionnaires were applied and the workshop was given know what a life project is according to the model of semiology of everyday life and its elements. All this allows the workers to realize the responsibility they have over their being and that this results in some way in a favorable organizational climate. To identify the areas of opportunity of the worker life project to generate a favorable organizational climate by taking responsibility for their being and decisions.

Other findings of the results of this research allow us to confirm the hypothesis of the study, that is, that when diagnosing the life project of the workers, we verify that factors affect the organizational climate and that it can be improved through the tools of the model of the Semiology of everyday life model.

Given the own perception of the group of researchers independently of the methodology used in this research, it was possible to detect that in the organizations studied in the city of Tulancingo, diagnosing the life project of the workers allowed the individual to identify areas of opportunity within their life project, which, as mentioned, is composed of five potential and four peripheral spheres, knowing that if any of them is worked on it affects the others since everything is interconnected, and that if they work on them they could improve their quality of life.

Getting workers in small businesses in Tulancingo to work in favorable environments, so that they can develop their activities in an organizational climate that allows them to develop their full potential, is a challenge that requires a process of changes and transformations not only from the entrepreneurs but also from the workers, since they are the ones who must make the changes that bring them harmony and wellbeing and, therefore, improve their quality of life.

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Diagnosing the harmony and well-being of the workers in the small companies of the municipality were studied through the tools of the semiology of everyday life model, impacts the improvement of the organizational climate.

It is recommended for future studies in which the Semiology model for daily life is used to diagnose the spheres and potentials conducting the questionnaires on a Likert scale will help avoid dichotomous questions and will eliminate open questions. Employers are recommended to implement workshops, talks and conferences that allow the workers to enter their inner world in such a way that they allow them to improve their quality of life and simultaneously, change their perceptions about situations, people or issues.

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