

Organizational Behavior in Small and Medium Enterprises: A Systematic Review and Future Research Agenda

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Abstract: The main objective of the research is to determine the impact of organizational behavior among small and medium-sized companies in the scientific literature between 2012 and 2022. The Prisma 2020 methodology (Preferred Reporting Items for Systematic Reviews and Meta - Analyses) was used for the processing of data obtained in the collection of articles supported by databases such as: Redalyc, Scopus, Dialnet and Scielo from which a total of 18 articles related to the study variable were obtained, 90% of them coming from Latin America, occupying the first place Colombia followed by Ecuador, all in Spanish language; on the other hand, the sectors and items that were used for the studies were 30% private and industrial educational sector. For the analysis of relevant information and keywords on the variable, ATLAS ti.22 was used, which allows identifying the concepts and topics with greater mention and relevance, among them: the authors indicate that the study of organizational behavior allows predicting the behavior of people within companies; it also helps to find the best work structure, identifies people's skills and improves the flow of horizontal and vertical communication; at the same time, it is the most complex to develop because each person is considered a genuine and unique link, which have different criteria, thoughts and points of view. In conclusion, it is argued that in order to maintain a good working environment within the company where effective labor relations based on ethical and moral values are fostered or executed, the full understanding and management of behaviors and attitudes among the members of the organization must be prioritized; only in this way will there be a satisfactory impact on the performance of the collaborators. This research will allow future researchers to link organizational culture with the performance and loyalty of their collaborators, prioritizing policies and norms that sustain harmony and efficiency in a company.

Keywords: Organizational behavior, Work environment, Performance, MSMEs, Moral values

1. Introduction

In recent decades, both managers and administrators have sought to improve the behavior of their workers. The achievement of correct organizational behavior is the instrument par excellence to achieve higher levels of efficiency and effectiveness in organizations. It is increasingly essential to understand what influences the performance of people at work, which is why it should be seen as a process with a comprehensive approach that is oriented towards culture, climate, key processes and the composition of the organization, using a total view of the system (Jiménez et al., 2018). Likewise, it seeks to explain theoretical points of the motive and its interaction on the way in which people develop in a personal way and also in a group way in the companies towards the achievement of business goals, for which a convenient management of the organization is sought in functionality to the leadership style and the administration function for the organization, and that the administrators who develop in it are motivated and involved to be agents of change beyond the profile and demands in the job position (Salas and Murillo, 2017; Salazar-Rebaza et al., 2022).

This is why companies seek to achieve a high level of competitiveness so that all their processes and occupations become more and more positive. Employees are inspired by psychology, which is a field that deals with people's behavior, i.e., topics such as personality, reactions, perception, learning and motivation. Organizational behavior furthermore relates to set behavior; that is, it includes topics such as norms, functionalities, set formation and conflict performance (Manabi, 2020; Columba et al., 2016; Barro-Chale et al., 2022).

The study conducted by Lizandro et al. (2016), shows the influence of the organizational structure itself on the behavior of individuals. The relationship of the human factor with organizational results involves psychological and psychosocial processes that become difficult to quantify; therefore, a model is proposed in which the individual level, group level and organizational system level are analyzed, with which it is possible to characterize and describe different independent variables for each of the levels.

On the other hand, in relation to organizational behavior, the work environment is a primary indicator of company performance, conditioned by various causes: ergonomic aspects of the workplace, equipment, as well as internal standards, ergonomic conditions of the workplace, quality of leaders and managers, remuneration and satisfaction of each worker (Dávila, 2014; Molino et al., 2016; La Torre-Torres et al., 2022).

As last criterion the organizational behavior has its transcendence in that it is a process that is supported in the analysis of the subject as an essential part of a composition and that its behavioral state is going to transcend in the production of the organization ; therefore, knowing it by means of the organized procedures will be of effectiveness for the organization, as well as its ways in relation to know it by means of the organized procedures will be of effectiveness for the organization, as well as its ways with in relation to the quality of life in the work how the sets work, the common sense of the time the processes of planned change (Suárez et al., 2020; Cordova-Buiza et al., 2022; Cújar et al., 2013)

The objective of the research is to determine what is known about the impact of organizational behavior in medium and small companies according to sources of scientific literature between 2012 and 2022; also, the approach of specific objectives that are broken down into what is known about organizational climate, perception of employees on organizational culture, and internal administrative structural management; aspects that encompass the impact of the topic of interest and that incite improvements in the organization.

2. Methodology

The present research employs a method of information gathering known as empirical literature search, which consists of the search, collection and analysis of scientific articles in recognized databases according to the variable of study, in this case organizational behavior. To reaffirm the above-mentioned, according to Morgan (2019), research is a process that seeks to obtain reliable information to understand, verify, correct or apply the knowledge obtained from the studied object.

Likewise, the search of the materials found in the databases was carried out methodically and with precision, since in this way accurate and adequate information will be found. There is a diverse amount of databases to search and collect research articles, the most used in the development of this work was the Dialnet database, which from the beginning reflected the authors of this research to be very orderly, didactic and specific for the search of data, since the search was carried out in a methodical and precise way, The most used in the development of this work was the Dialnet database, which from the beginning reflected to the authors of this research to be very orderly, didactic and specific for the search of data since it has a great precision of search filters such as years, countries, languages and categories, likewise, to have more access to information, the search of sources in databases such as Redalyc, Scopus, Dialnet and Scielo was performed, obtaining a total amount of 18 articles.

Then, the keyword method was applied, and it was done by searching for synonyms of the main variable, these words were "work environment", "performance" and "company". Similarly, filters were applied for the inclusion or exclusion of information. With respect to the latter, although articles were obtained in the databases, some of these did not comply with the IMRD structure (Introduction, Methodology, Results, Discussion or Conclusion), so they were not related to the study variable "organizational behavior" or were outside the established years and geographic location, so they had to be discarded. The following Boolean operators were also used: ["organizational behavior" AND ("medium and small enterprises")]. Redalyc ("organizational behavior") AND ("small and medium-sized enterprises") Dialnet ("organizational behavior") AND ("small and medium-sized enterprises") Scielo ("organizational behavior") Scopus ("organizational behavior").

On the other hand, the 18 articles that did comply with the aforementioned data were retained since they contained the date established within the desired years and the heading of received and accepted, in addition to providing the research with accurate information related to the variable of organizational behavior.

It is worth highlighting that a systematic literature review is of great relevance to the exploration of the different peer-reviewed articles. Likewise, Scopus, Scielo, Dialnet and Redalyc were selected as search databases, since they provide a wide coverage of journal articles.

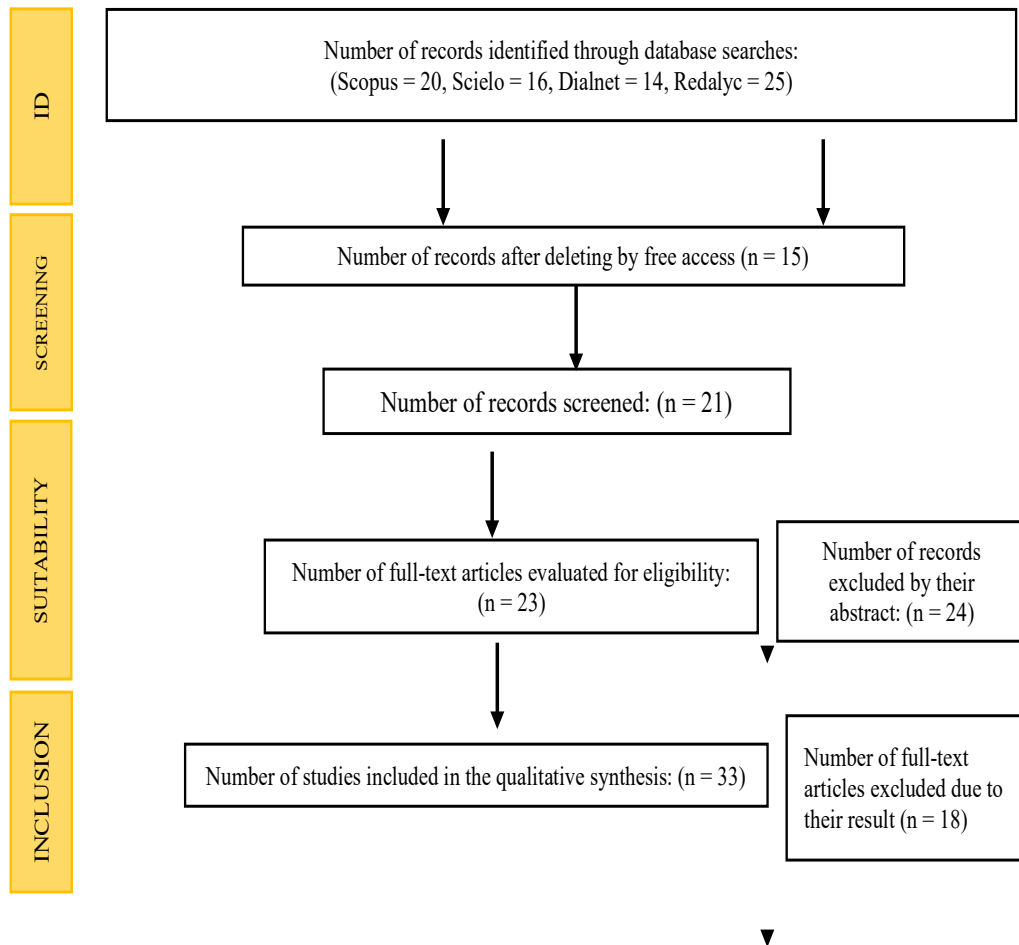


Figure 1: PRISMA 2020 – Flow Diagram

In the process of researching the scientific literature, the search was organized through the PRISMA model, which allows showing the step-by-step of the findings in addition to the process of filtering and eliminating articles that are not related to the study of the present review; in this way, it is expected to maintain the standards of coherence in the content.

3. Results and Discussion

The results of the systematic review are presented in relation to databases, years of publication, scientific journals, methodological approaches, and types of studies.

3.1 Key Issues Identified in Articles Using ATLAS ti

The following diagram shows the grouping of key words found in the selected articles. For this procedure, the qualitative analysis tool ATLAS.TI was used, which allows underlining the ideas and contents of the authors in each selected article and then automatically importing a network diagram.

Figure 2 shows that the words that were most effective in the database searches were: organizational behavior, repeated 11 articles, followed by behavioral effectiveness, organizational psychology, and people management with 2 articles respectively; and finally organizational diagnosis with two articles, making 18 articles selected and filtered.

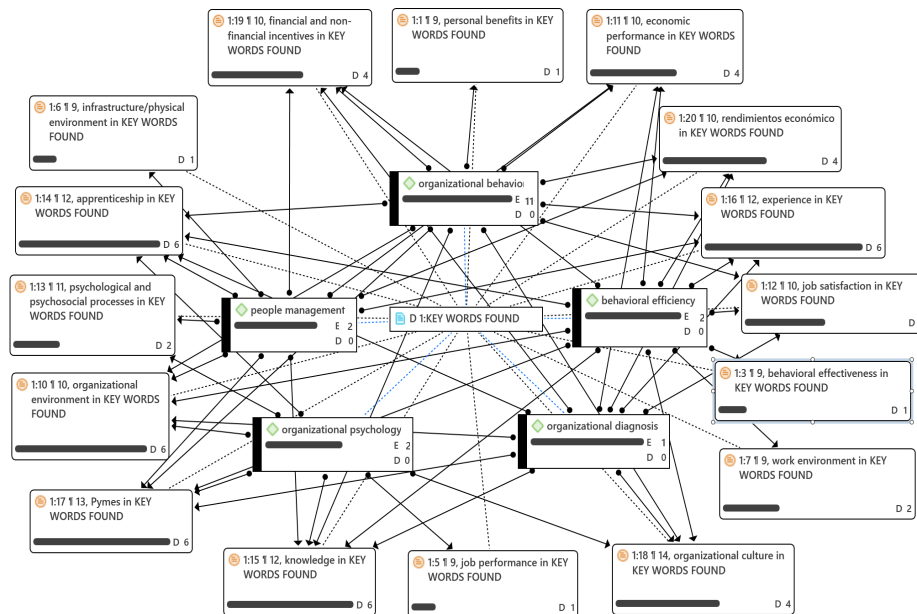


Figure 1: Flow chart of key topics – Atlas ti.

3.2 Descriptive Analysis of Articles

According to figure 3, the largest number of articles found have as country-of-origin Colombia from the years 2013, 2014, 2019 and 2021, which is very relevant since it is within the geographical area of the present research. On the other hand, the articles found come from countries such as Mexico, Cuba, and Ecuador, considering that the year of the systematic review is very scarce.

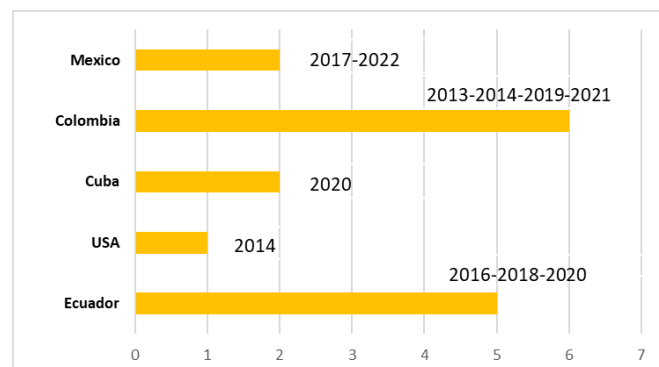


Figure 3: Country and Year of Origin of the Articles

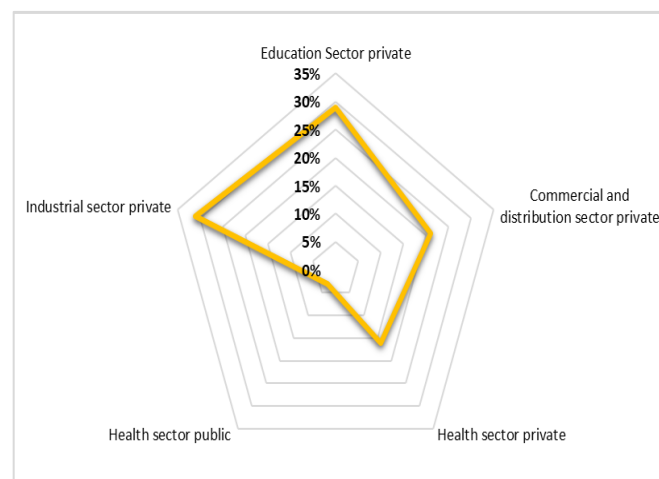


Figure 4: Business sectors Research

The analysis shows a significant participation of various business sectors, the main one being the industrial sector (31%), where private companies are involved. The education sector is in second place with 25% participation, followed by the commercial and distribution sector with 21%. It is worth mentioning that a subdivision of types of companies has been made where most belong to the private sector, except for one company in the health sector, which is public and represents 3% of participation in the total number of items investigated.

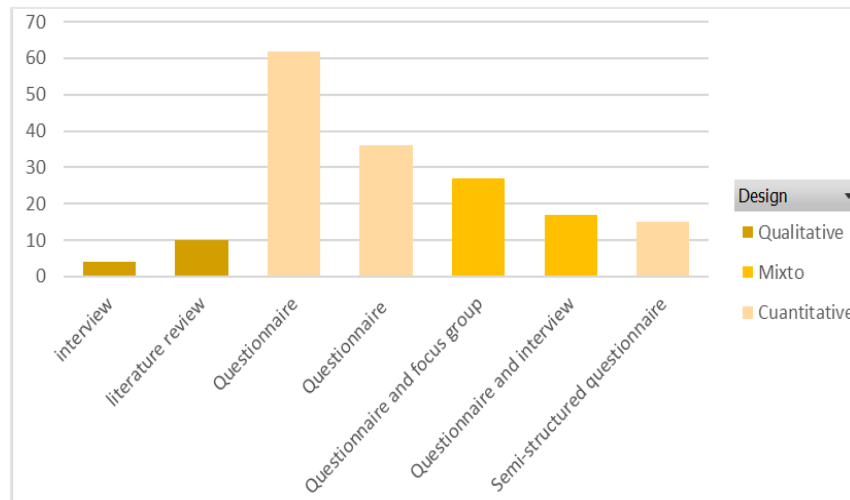


Figure 5: Research designs and applied tools

As shown in Figure 5, an analysis of the design and tools used in the selected articles was carried out. As a main filter, we found the subdivision of 3 types of designs, which are quantitative with 72%, followed by mixed with 17%, and finally a qualitative analysis of 11%. For each design, various tools have been found using as main methodological technique the survey, applying tools such as the questionnaire in 67%, followed by mixed tools where questionnaires and focus groups participate in 11%; however, there is also the presence of interviews and literature reviews as qualitative study tools in 6%.

Effects of organizational behavior in a company

Organizational behavior seeks to understand how individuals behave in an organization, why they work the way they do, and the effect of their behavior on the company. In the same way, the authors of different studies agree that the impact that organizational behavior has on a company is essential so that it can use such understanding as a fundamental tool to improve the effectiveness of organizations (Morgan, 2019; Morales et al., 2021). On the other hand, the organizational climate at present has acquired fundamental importance and is considered a fundamental part of organization's tactics. In the case of the research of García (2014), both were based on what induces certain behaviors in people; in this way, the organizational climate and the quality of the environment become an important element. Since, in functionality of the same an employee can develop his work with high or low performance standards.

On the other hand, there is performance in the work environment where the work is carried out by the company's personnel, where the quality of said environment is of the utmost importance since it can be almost good, where it has a monumental impact on the company as well as employees. Well, depending on the functionality of this and the means it gives, an employee will be able to develop their work to a greater or lesser performance Arrondo (2013), since when people enter an organization, they already have individual characteristics that will influence ostensibly in Organizational Behavior (OC), and this will influence them.

Second, organizational culture and performance have been studied in different environments. However, the models used in all changing are different, so it is inescapable to recognize that organizational culture has a determining role in the effectiveness of companies (Morales et al., 2021; Molino et al., 2016). In addition, their analysis found no positive interaction between culture and organizational performance. This is supported by Molino et al. (2016), who present in their analysis that none of the types of organizational culture such as clan dasocratic, market, and hierarchy remain involved in financial performance, focusing on an increase in sales and return on assets (ROA).

The clan culture is characterized by enormous cohesion among its members, collaboration, described as "an extended family" so much so that they do not look like economic entities. In this type of culture, instead of

norms such as hierarchy and competition, values such as group work prevail, and programs that activate collaboration among employees and the commitment of company members. The dasocratic culture has as its main characteristic and assumption that innovation and pioneering initiatives lead companies to triumph; its main objective is to develop new products and services and be prepared for what is to come, therefore, top management focuses on creating entrepreneurship and creativity (Dávila and Jiménez, 2013; Nava, 2022; López, 2020).

Third, we have the performance within the organizations that was considered an important issue at the end of the years. Organizational performance indicates the degree to which specific goals are achieved, which generally have within them a sequence of indicators to measure the efficiency and effectiveness of the organization (Salas and Murillo, 2017). The authors Muñoz et al. (2013) determined four models: the open system model, focused on flexibility, resource purchase, increase, and external help of the organization; the internal process model, which prioritizes equality, communication, and internal control of the organization; the rational model, which meets the criteria of efficiency and productivity externally to the company; and the model of human interrelationships, focused on flexibility and development of human resources to a degree internal to the organization.

Finally, the analysis of organizational behavior as a dynamic axis of efficiency and effectiveness in organizations, is currently a crucial meditation. The key to a successful administration for the development of an organization is in the reaction of the individuals who participate in it; hence, organizational behavior is an essential instrument for the benefit of all types of companies, such as organizations, government agencies, schools, and service companies. Wherever there are companies, there is a need to explain, understand, prophesy, and improve the management of human behavior (Columba et al., 2016; Morales et al., 2021). Organizational composition is important in each organization; it defines many properties of how it will be ordered and has the primary functionality of implanting authority, hierarchy, chain of command, organizational charts, and departmentalizations, among others (Nava, 2022). Likewise, companies must have an organizational composition according to each of the occupations or tasks they intend to do, with a suitable composition that enables them to implement their functionalities, and apartments in order to create their services or products, through an order and a convenient control to achieve their goals and purposes. In addition, organizational composition in the organization should start from the clarity of its operational purposes and be a facilitator that enables the achievement of these objectives through the proper coordination of human, financial, and material resources.

He further defines it as the group of functionalities and interactions that formally determine the functionalities that each unit should perform and the mode of communication. In this way, within the analysis of organizational behavior, we consider dependent and independent changers (Cújar et al., 2013; Suárez et al., 2020; Dávila, 2014)

The dependent variables that certain authors believe or that stand out the most are absenteeism, productivity, and job satisfaction; these variables interact with agents of the environment that represent both the individual and the organizational system; however, each agent, according to its characteristics and priorities, gives it the corresponding level of consideration (Arrendondo et al., 2012; López, 2020).

Different authors agree that it is important, because their contributions become a great way to promote the economic and social development of an area, contributing to a better distribution of resources and wealth; in addition, they are the largest generators of jobs (above the huge corporations) contributing some security to the labor market (Molino et al., 2016; Dávila and Jiménez, 2013).

Nowadays, companies group a sequence of primordial properties to be able to optimize their occupations; the environment where all workers work is indispensable to be able to make a better organizational behavior, it also influences the beneficial process, since through the adequate application and evaluation of both cases presented, a better productivity and competitiveness can be achieved under a quality scheme. Because of what has been observed, it is fundamental for managers to understand organizational behavior as it is today (Morales et al., 2021).

A snapshot of the few profound changes that are now occurring in companies supports this confirmation.

A common employee is getting older; more and more women are joining the workforce; cutbacks and the exhaustive use of temporary workers continue to deplete the loyalty bonuses that historically kept several employees with their employers; and universal competition calls for workers to be more flexible and learn to assimilate rapid change.

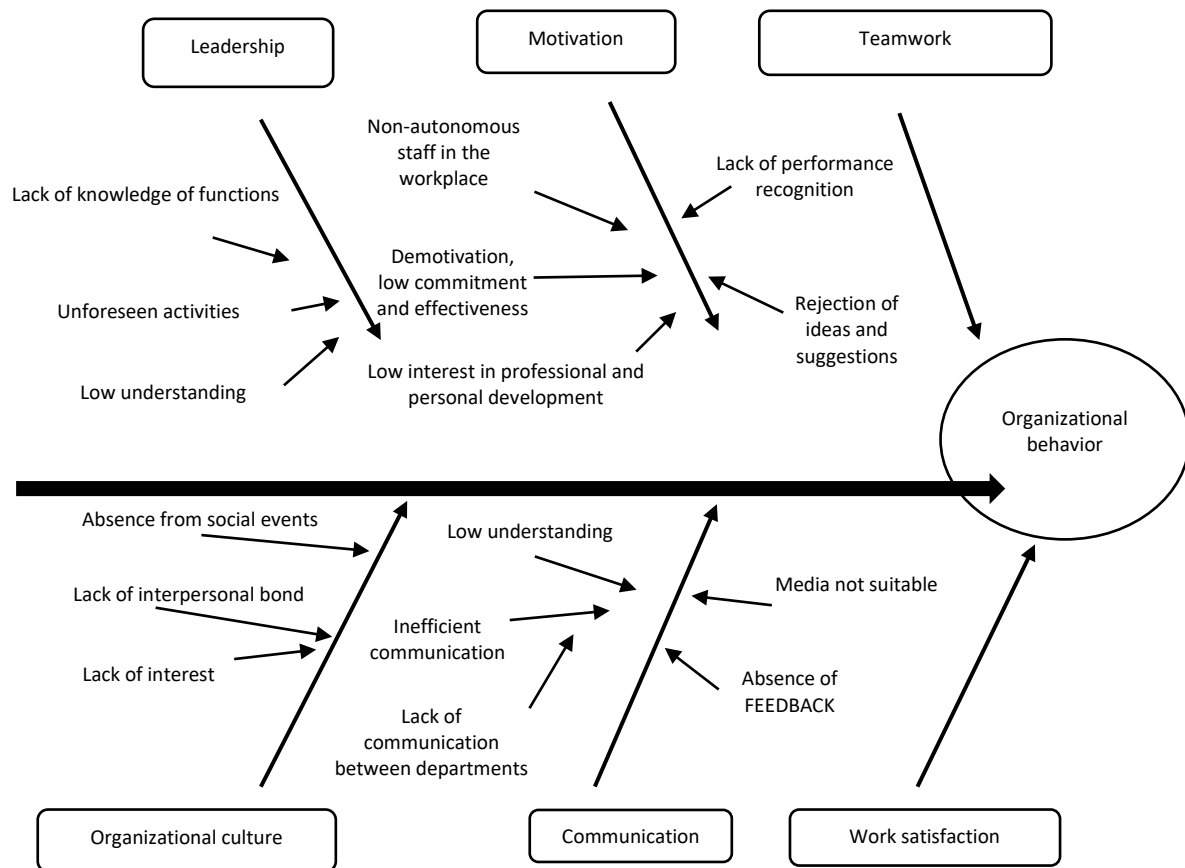


Figure 6: Ishikawa diagram

The importance of creating and developing MYPES with good organizational behavior

The war on terrorism has brought to the table the challenges of working through, and governing individuals through, times of uncertainty. In short, there are currently several challenges and opportunities for managers to use the concepts of organizational behavior.

In this section, we review some of the most critical issues facing managers and reflections on organizational behavior from the perspective of business administration (Lizandro et al., 2016; Suárez et al., 2020; Jiménez and Silva, 2018).

4. Conclusions

The present investigation applies a method of information gathering known as empirical literature search, which is quite fundamental for the collection and study of selected scientific articles for the development of the investigation, providing truthful and specific information. This instrument of investigation is made with the inquiry of articles in the databases having as variable of inquiry "organizational behavior".

In relation to the methodologies applied in the articles reviewed, the most used research design has been the quantitative type, using forms and surveys as primary tools. By performing this type of methodology, more concrete, precise, and accurate results are obtained with respect to the variable under study. Likewise, the numerical and statistical verification of the data established in these tools is done using the Cronbach's alpha study model and tests (t Student, Pearson's correlation and regression study).

Motivation is the basic foundation of personal, professional, and union leadership because it enables individuals to perform activities, achieve goals, fulfill dreams, and achieve social and family self-fulfillment. Therefore, leaders must be people capable of positively influencing the behavior of work groups, transmitting and receiving directives in a suitable way, reflecting loyalty, honesty, sense of belonging, and ability to respond to the positive and negative things that manage to reach their history.

Therefore, it is necessary that as well as the directors or heads of administrative departments produce attention calls, memos, etc., they can also detect the cost of each activity and the effort and commitment needed from the employees to satisfy the company's requests. In addition, they should be able to detect the cost of each activity, the effort, and the commitment needed from the employees to satisfy the company's requests, which would motivate the work groups and give them new responsibilities that guarantee their growth within the organization. Therefore, shared responsibilities must be aimed at designing strategic activities that encourage, enhance, and implement creativity on the part of managers, administrators, leaders, and employees within the company. Since, once an employee feels conditioned to a way of working, he/she is refused the possibility of giving resolutions to the problems that may be exposed in the exercise of his/her functions, he/she will end up longing for another place of work. Therefore, one of the ways to motivate employees' creativity is through shared responsibilities, i.e., making them aware that their failures will have repercussions on the tasks of their co-workers.

Finally, when knowing what organizational behavior is and its importance in the application within the companies, it is mentioned that if this variable is not applied correctly, it would have an impact on the perception that the worker has in relation to his/her daily work area. One of the monumental challenges faced by managers and directors of companies of all types and sizes is achieving optimal and balanced organizational behavior. Once a suitable organizational behavior is achieved, considering all the components involved in it, the companies have the possibility of achieving relevant results such as the growth of competitiveness and work in a balanced climate and in harmony with all the assistants. They will be willing to provide growth in productivity and, therefore, achieve optimization in the quality of products and services offered by the organization. The leaders of the companies are the ones called to take this responsibility and to be able to improve organizational behavior and propitiate an adequate environment for the development of learning, creativity, and novelty in the company.

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