

# Organizational Climate and the Achievement of Objectives in a Governmental Tourism Management Institution

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**Abstract:** Communication is an essential part to achieve the goals of any organization. Thus, nowadays, many organizations are committed to have an appropriate communication flow, being of total obligation to provide their collaborators with the necessary tools for an assertive communication; therefore, if the collaborators perceive that the institution offers them value, they will show great commitment to the achievement of the goals, based on internal communication. The government institution under study, which manages tourism in a region of Peru, presents several problems related to the organizational climate and its factors, such as lack of cooperation, poor relations between employees, conflicts and poor communication, which causes low productivity by the institution. The general objective is to determine the relationship between the organizational climate of the Regional Management of Foreign Trade and Tourism of Lambayeque and the impact on the achievement of the institution's objectives. Its variables seek to know if there is a relationship between organizational climate and the impact on the achievement of goals. Likewise, in relation to the methodology, it was a quantitative study, the method used was inductive and deductive, with a non-experimental design of correlational cross-sectional cut. Its population consisted of 35 workers of the Regional Management of Foreign Trade and Tourism of Lambayeque, and its sample was a census, since it worked with the entire population and had a non-probabilistic sampling, of these correspond to 19 males and 16 females. Likewise, in terms of techniques and instruments, a survey was used, and a questionnaire was used as an instrument for both variables. As the main result, when applying Spearman's Rho, a value of 0.872 was obtained, which indicates that there is a strong and positive relationship between organizational climate and goal fulfillment. In view of the above, it has been concluded that there is a significant relationship between organizational climate and goal achievement.

**Keywords:** Organizational climate, Impact, Goal achievement, Organizational communication

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## 1. Introduction

Communication is composed as an essential element to achieve organizational goals; that said, the disinterest of managers, in many occasions is translated by inefficient management and inappropriate handling of human and material resources, causing a negative organizational climate reflected in unachieved goals. That is why nowadays most institutions are involved in environments where there must be an appropriate communication flow. According to Bos and Veenendaal (2019) state that the managers of an organization are obliged to provide employees with the necessary resources for assertive communication; therefore, if the human talent perceives that the institution provides value, they will show a great commitment to achieving the goals set, based on good internal communication.

In the Regional Management of Foreign Trade and Tourism of Lambayeque (Gercetur), there is a diversity of problems related to the organizational climate among the collaborators, reflected in the low productivity of the institution; that is to say, that they are not able to achieve the goals set; in such a way, that the main factors of this problem are: lack of communication or in any case the mechanisms used to communicate among workers, disunity and lack of cooperation, there is no teamwork and above all there is a segmentation made by the workers themselves, who are united by affinity or scale of values. In the same line, under the above described, a research initiative is proposed to diagnose the organizational climate and its impact on the achievement of the goals of the institution mentioned above; therefore, the research question was: In what way the organizational climate in the Regional Management of Foreign Trade and Tourism of Lambayeque is related to the achievement of goals of the institution?

Therefore, Kurnaedi, Kania, and Karyono (2020) express that the variables of organizational culture, organizational climate and service performance are at a good level. In addition, it has been obtained that it has a higher result in service performance compared to organizational culture. It is concluded that the creation of organizational climate should be maintained and even improved, especially for a better communication flow among employees. For their part, Riyanto and Panggabean (2020) point out that the results of this study indicate that it presents a greater relationship with satisfaction due to the fact that the communicational factor is the main determinant element for organizational climate. In addition, Acosta (2020) in Lima, indicates that the organizational climate positively and directly influences the capacity for innovation (organizational ambidexterity, exploration and exploitation). It is concluded that this will provide new technology-based companies with a greater capacity to adapt to the conditions of uncertainty and complexity of the environment. Likewise, Perez (2020) in his study conducted in Chiclayo, has that 45% of the participants of the study perceive an organizational environment at a medium level, followed by the low level with 33% and only 23% have referred that the climate is high.

Therefore, Chiavenato (2019) refers that it is the human and real climate in which one works every day, which, impacts on compliance and thus on its usefulness, identifying with the supervisor's ability, with the behavior of individuals, with their way of relating, their way of working and above all with the communication in the organization. On the other hand, Hernandez (2014) argues that in the organization the qualities of the climate in which its individuals work can be from outside or inside, which are directly or indirectly intervening in the work of the worker; which, generates, perceptions in relation to the environment where they perform their designated tasks; it is so, that a brief change in the perspectives of individuals may be due to some reasons such as: last days of the annual closing, interaction of personnel decrease, general expansion in compensations, etc.

In the same context, Kruglanski et al. (2002) argues that a goal is a desired future state (an end) along with a set of antecedent acts that promote the achievement of that end state. Furthermore, Baumgarten (2016) conceptualizes a "goal as an achievement that an organization or personnel hopes to attain, however, in order to achieve that goal, prior planning and resource management must be undertaken in order to be able to obtain it" (p. 6). Similarly, Baumgarten (2016) argues that in order to determine goals, they have to be under the objectives that every organization has set, in order to be achieved in a given period of time; in addition, the goals have to be aligned to a temporality; that is, to a short, medium and long term.

### **1.1 Objectives**

The objective of this research was to determine if there is a relationship between the organizational climate of the Regional Management of Foreign Trade and Tourism of Lambayeque and its impact on the achievement of the institution's goals. In order to serve as an instrument for the creation of management documents to improve the organizational climate and therefore the effectiveness of certain strategies are reflected in the achievement of the goals of the institution.

Likewise, five specific objectives were set: A. To identify the current organizational climate in the Regional Management of Foreign Trade and Tourism of Lambayeque (Gercetur Lambayeque), B. To describe the impact of the organizational climate on the achievement of goals set by the institution, C. To determine the correlation between the motivation dimension of the organizational climate and its impact on the achievement of goals in the institution, D. To determine the correlation between the communication dimension of the organizational climate and its impact on the achievement of goals in the institution, and E. To evaluate the correlation between the communication dimension of the organizational climate and its impact on the achievement of goals in the institution. To evaluate the correlation between the employee treatment dimension of the organizational climate and its impact on the achievement of goals in the institution.

## **2. Methodology**

The study developed was of quantitative type, due to the fact that, these studies make use of statistical techniques and methods, to show the results obtained from the analyzed problem. Regarding the method, we worked with the inductive-deductive method; because according to Hernández (2018), he argues that this method is based on concrete or particular events to obtain general conclusions. Similarly, Ñaupas et al. (2014) indicates that the design was non-experimental cross-sectional-correlational, because it is aimed at determining the association between two or more variables; which in this case will be the work climate and the fulfillment of goals.

The sample was made up of Gercetur Lambayeque workers, a total of 35 collaborators working in the institution (19 males and 16 females); the sample was taken from the entire population. Likewise, it was a census sample

since we worked with all the information collected. For the organizational climate variable, we worked with a questionnaire of our own elaboration, which is structured by 32 questions and with a Likert scale; it has been validated by three experts and the level of reliability was carried out by means of Cronbach's alpha reaching a level of 0.965, which can be mentioned that the instrument is viable. Additionally, for the goal fulfillment variable, the questionnaire was also used as an instrument, which consists of a total of 12 questions and like the previous instrument, it has been validated by means of expert judgment and its reliability level was 0.940.

First of all, the corresponding authorization was requested from the public institution Gercetur-Lambayeque for the execution of the research; for its application, a printed questionnaire was given to each one of the collaborators with an approximate duration of 20 minutes per participant, the data collection was carried out in groups and in their offices without having contact among them during the development of the instrument, until completing the 35 respondents., after that, the date was set for the execution of the instrument, then the scope of the instruments was given to the collaborators. On the other hand, for the analysis of the data obtained from the questionnaires of both variables, the Spearman's Rho test was used to measure the relationship between the proposed variables (organizational climate and goal fulfillment) in the study. Likewise, all the processed data are presented in tables and figures; and all this is carried out using the Statistical Package for Social Sciences (SPSS) program. Version. 22. In addition, descriptive and inferential analysis was used for all the information obtained.

### 3. Results

The results are presented below in relation to the general objective and specific objectives of the research.

**Table 1: Identification of the current organizational climate in the Regional Management of Foreign Trade and Tourism of Lambayeque (Gercetur Lambayeque)**

	Organizational Climate	
	N	%
<b>Bad</b>	15	42,8%
<b>Fair</b>	17	48,6%
<b>Good</b>	3	8,6%
<b>Full</b>	35	100,0%

Note: It can be seen that the current organizational climate perceived in this public agency is at a regular level with 48.6%; followed by 42.8% as bad and only 8.6% of the participants in the study have stated that the work climate is good. This leads us to deduce that there are very few collaborators who feel they have a good climate, a situation that indicates a need to reverse this situation because more than 90% have perceived deficiencies to the point of defining regular and bad.

**Table 2: Impact on the Fulfillment of Goals Set by the Institution**

	Achievement of Goals	
	N	%
<b>Bad</b>	15	42,9%
<b>Fair</b>	13	37,1%
<b>Good</b>	7	20,0%
<b>Full</b>	35	100,0%

Note: The levels of impact on the fulfillment of the goals set by the Regional Management of Foreign Trade and Tourism of Lambayeque are shown, with a predominance of the bad level with 42.8%, followed by regular with 37.1% and only 20% indicated that it was good. With these results we can presume that there may be a correlation between the first variable and the second, since both predominate the level since so far we have an identification of the current organizational climate as bad and the impact of the fulfillment of goals set as bad, both variables with this diagnosis in greater predominance. It causes much curiosity that there are 07 people

who affirm that there is a good repercussion in the fulfillment of goals and this is the same number of chiefs that exist in this Entity, it can be only coincidence or it can be that there is a relation in these answers.

**Table 3: Correlation Between the Motivation Dimension of the Organizational Climate and its Impact on the Achievement of Goals in the Institution**

			Achievement of Goals
<b>Rho de Spearman</b>	Motivation	Correlation coefficient	,824
		Sig. (bilateral)	,000
		N	35

The result obtained by applying Spearman's Rho equal to 0.824, indicating that there is a strong and positive relationship between organizational climate motivation and goal achievement. In addition, as the value of  $p = 0.000 < 0.05 = \alpha$ , which allows us to reject  $H_0$ . Therefore, statistically we can confirm that there is a significant relationship between organizational climate motivation and goal achievement in the Regional Management of Foreign Trade and Tourism.

**Table 4: Correlation Between the Communication Dimension of the Organizational Climate and its Impact on the Achievement of Goals in the Institution**

			Achievement of Goals
<b>Rho de Spearman</b>	Communication	Correlation coefficient	,831
		Sig. (bilateral)	,000
		N	35

The result obtained by applying Spearman's Rho equal to 0.831, which indicates that there is a strong and positive relationship between organizational climate communication and goal achievement. In addition, as the value of  $p = 0.000 < 0.05 = \alpha$ , which allows us to reject  $H_0$ . Then statistically we can confirm that there is a significant relationship between organizational climate communication and goal fulfillment in the Regional Management of Foreign Trade and Tourism.

**Table 5: Correlation Between the Employee Treatment Dimension of the Organizational Climate and its Impact on the Fulfillment of the Goals in the Institution**

			Achievement of Goals
<b>Rho de Spearman</b>	treatment of workers	Correlation coefficient	,828
		Sig. (bilateral)	,000
		N	35

The result obtained by applying Spearman's Rho equal to 0.828, which indicates that there is a strong and positive relationship between the treatment of the organizational climate worker and goal achievement. In addition, as the value of  $p = 0.000 < 0.05 = \alpha$ , which allows us to reject  $H_0$ . Therefore, statistically, we can confirm that there is a significant relationship between the treatment of workers in the organizational climate and the fulfillment of goals in the Regional Management of Foreign Trade and Tourism.

**Table 6: Correlation Between Organizational Climate and its Impact on the Fulfillment of Goals in the Institution**

			Achievement of Goals
<b>Rho de Spearman</b>	Organizational Climate	Correlation coefficient	,872
		Sig. (bilateral)	,000
		N	35

The result obtained by applying Spearman's Rho equal to 0.872, indicating that there is a strong and positive relationship between organizational climate and goal achievement. In addition, as the value of  $p = 0.000 < 0.05 = \alpha$ , which allows us to reject  $H_0$ . Therefore, if we diagnose the existing organizational climate in the Regional Management of Foreign Trade and Tourism, we will be able to know its relationship with the fulfillment of the institution's goals.

#### 4. Discussion

The communicative flow in organizations plays a very important role in each of the collaborators, because it is one of the most essential factors that lead to the fulfillment of organizational goals; that is why internal communication is very important in Peruvian state institutions, because it is an important aspect for the formation of a good organizational climate.

The discussion of the study begins with the analysis of the general objective, which in Table 6, when applying Spearman's Rho, it has been determined that there is a strong and positive relationship between organizational climate and goal fulfillment with a 0.872 with a value of  $p=0.000<0.05$ . These findings are contrasted Maamari and Mjdalani (2017) which point out that having a good organizational climate in the company, it can be reached that the workers have a good job performance at work, which we recognize in this research and identified with the organizational climate and job performance. Also, in the study of Benites and Mera (2016) it has been shown that the 95% confidence level, there is an average positive correlation between organizational climate and goal achievement, showing a considerable positive correlation, i.e., if there is a climate and goal achievement.

Moving on to another instance, we now present the first specific objective, which is based on the identification of the current organizational climate in Gercetur Lambayeque, which in Table 1 shows that 48.6% of the workers surveyed indicate that they have a fair level of organizational climate, 42.8% say they have a bad level and only 8.6% say they have a good level. These results contrast with Kurnaedi, Kania, and Karyono (2020) where they state in their study that the organizational climate is inadequate with 50%, and this is due to the non-compliance with assigned tasks, the lack of responsibility related to the timely performance of the functions performed and above all the lack of organizational communication, the latter being a crucial role in determining an appropriate work environment. On the other hand, the second specific objective is the analysis of the fulfillment of the goals set by the institution, where 42.9% of the workers surveyed say it is bad, 37.1% say they have a regular level and 20% of them say they have a good level related to the fulfillment of goals. These findings coincide with, Vásquez (2017) where he pointed out that the impact of the achievement of the goals of workers, companies and structures on the internal behavior of the organization, manages to improve the effectiveness of the institution.

In the same line, we now present the third specific objective, which is the identification of the relationship between the leadership dimension of the organizational climate and its impact on the achievement of goals in the institution, showing that when applying Spearman's Rho, it yielded a value of 0.845, indicating that there is a strong and positive relationship between the leadership dimension analyzed and the achievement of goals in the Regional Management of Foreign Trade and Tourism. These results obtained coincide with Bos and Veenendaal (2019) who point out that leadership is a process that influences the members of a group or a company, which will allow the development of activities to achieve the objectives set.

Consequently, the fourth specific objective referred to the identification of the relationship that exists between the motivation dimension of the organizational climate and its impact on the achievement of goals in the institution was now analyzed; therefore, by applying Spearman's Rho, a value of 0.824 was obtained, which indicates that there is a strong and positive relationship between the variables analyzed. Therefore, these

findings are contrasted with Checa (2014) where he states that this dimension is a key point in the fulfillment of goals, as the author points out, it is a key point for the worker to feel committed to the organization.

To conclude, we now have the analysis of the fifth specific objective; which was based on identifying the relationship between the communication dimension of the organizational climate and its impact on the achievement of goals in the institution; since when applying the statistical test of Spearman's Rho yielded 0.831, indicating that there is a strong and positive association between communication and the achievement of goals. These findings coincide with Ibañes (2013) who argues that within a company the managers or chiefs in charge of personnel have to be in communication with their workers for reasons that if there is a problem they can be alerted to possible solutions. Finally, the specific objective is presented, which is to identify the relationship between the employee treatment dimension of the organizational climate and its impact on the achievement of goals in the institution. Table 11 shows that when applying Spearman's Rho 0.828 was obtained, which indicates that there is a strong and positive relationship between employee treatment and the achievement of goals. These results agree with, Diaz and Carrasco (2018) who concludes that the organizational climate is poor, and that this can generate that workers feel more attracted to commit criminal acts, which generates systematic thefts.

## 5. Conclusions

In this context, the conclusions of the study lie in the following: there is a strong relationship between organizational climate and goal fulfillment, was evaluated with a value of Spearman's Rho being 0.872; rejecting the null hypothesis and the alternate is accepted. Asimismo se pudo alcanzar los objetivos específicos pretendidos en esta investigación: 1. To identify the current organizational climate in the Regional Management of Foreign Trade and Tourism of Lambayeque (Gercetur Lambayeque), showing that the organizational climate in the institution is at a regular level; 2. To describe the impact of the organizational climate on the achievement of goals set by the institution, showing that there is a very low level in the achievement of goals; 3. To determine the correlation between the motivation dimension of the organizational climate and its impact on the achievement of goals in the institution, showing that there is a positive correlation; 4. To determine the correlation between the communication dimension of the organizational climate and its impact on the achievement of goals in the institution, demonstrating that there is a positive correlation between communication and goal achievement; and 5. To evaluate the correlation between the employee treatment dimension of the organizational climate and its impact on the achievement of goals in the institution, demonstrating that there is a strong positive correlation between employee treatment and goal achievement.

One of the limitations of this study is that it worked with a relatively medium-sized sample, although this in no way detracts from the value of this research. Therefore, it is recommended that future researchers conduct a study in organizations with more employees and verify whether similar results are obtained in quantitative studies.

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