

# ORGANIZATIONAL BEHAVIOR AS A FACTOR OF COMPETITIVENESS IN FAMILY COMPANIES OF THE SERVICE SECTOR IN TIJUANA, B.C., MEXICO

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## Abstract

**Purpose:** The present study contemplates an investigation to know the relationship that exists between the organizational behavior as the factor of competitiveness in the familiar companies of the service sector in Tijuana, B.C.; the fact that companies have an organizational climate not only benefits the human resource itself but also the company conjointly as it generates profits, while raising the quality of human resources and forging an organization with strengths that position it into the market as a competitive company

**Methodology:** 168 representative surveys were carried out on the employees of the family service sector companies registered in the Mexican Business Information System (SIEM), corresponding to Tijuana in Baja California, Mexico. The survey was conducted in the last eight months of 2016 and the first four months of 2017. The quantitative research is applied through survey applications, by questionnaires to the employees of family companies in the service sector to obtain the results.

**Main Findings:** The factors of autonomy, teamwork, support, communication, pressure, recognition, equity, innovation, perception of the organization, motivation, remuneration, training and development, physical and cultural environment, vision, general satisfaction, promotion and career have a direct impact on organizational behavior, as factors of competitiveness in Tijuana, BC, Mexico

**Implications/Applications:** Organizational behavior is important for family businesses and due to the difficult environment faced by family businesses in order to be competitive in our country and in global markets; a good option for owners is to invest in organizational behavior as a market strategy.

**Keywords:** *service sector, organizational culture, organizational behaviour, competitiveness, family companies.*

## INTRODUCTION

### Problem Statement

Some of the data that reflect the great importance of family companies around the world are currently supported by more than 80% of the total number of existing companies, a situation that is seen in countries such as Italy, where the family companies represent the 99% along with the United States of America with a 96% and Switzerland with an 88%. In Mexico, micro, small and medium enterprises (MIPYME) account for 99.80% of the total, contribute 52% of GDP and generate more than 71.90% of employment ([Bilal & Zia-ur-Rehman, 2017](#); [INEGI, 2010](#)).

Family companies, according to some of the data mentioned showing the importance of family businesses in Mexico, are mentioned in a study carried out by [García, García, and Domenge \(2011\)](#), in which it's referred that in the country, 99% from the total of the companies (that are proximately equivalent to four million), are classified as micro, small and medium enterprises ([OECD, 2007](#); [INEGI 2006](#)). Additionally, in 2006, these companies generated more than half of the national Gross Domestic Product (GDP) and employed almost three-quarters of the economically active population. Likewise, the importance of family businesses in Mexico is evident when observing that approximately nine out of ten companies are family-owned. ([Kulman, 1997](#); [Belausteguigoita, 2010](#); [Li, 2017](#); [Willy, 2017](#)).

According to [INEGI \(2017\)](#), corresponding to the results of the monthly service survey the family companies are seasonally adjusted figures; during March of this year the real Revenue obtained by the companies of the service sector in relation to the employed personnel increased 1.1%, the mass of total wages lengthened 0.5% and expenditures for consumption of goods and services, boosted up to a 0.4%, as for the annual rate refers the aggregate income index showed a real growth of 4.9%, that of the employed staff of 2.3%, the rate of Expenses for consumption of goods and services incremented 8% and that of the gross remuneration rose by 0.9% in the third month of 2017.

The vast majority of family businesses in Mexico are born of the mind of its founder who sometimes forgets how important organizational behavior is, that all companies are made up of human beings whose characteristics are different between them and who perform different activities depending on the position assigned. It should not be overlooked that two collaborators may react differently to the same situation, problem or conflict. Therefore, the companies mustn't take on granted the organizational behavior inside their companies, since it studies the behavior that people can adopt individually or in a group before the problems and/or conflicts that might show to them in the development of their

functions, in their professional growth and the way of how all of this influences the efficiency of the activities and the fulfillment of the goals and objectives of the company.

Every company currently requires undergoing continuous improvement processes in order to increase its competitiveness, the search for competitiveness by companies is of vital importance for their permanence in the markets for which they compete; this includes obtaining a significant share of the market, the maintenance of it and its growth. However, it has been shown that the quality of the interaction between the family or chiefs and their company substantially affects the competitiveness of a family business ([Ward, 2005](#); [Oetomo, Satrio, & Lestariningsih, 2016](#); [Krisnawati, Perangin-Angin, Zainal, & Suardi, 2016](#); [Mohamad, Munap, Badrillah, Ab Hamid, & Khir, 2017](#)), such as understanding the family-business interaction, how they relate, participate and influence the organizational life of the company, comprehending the members of the family as well as the relatives outside the family, in this case the managers. This way of association can facilitate the incorporation of processes and practices that strengthen their competitiveness or, on the contrary, may constitute a barrier to such processes.

It is the managers and administrators of family companies who must develop the ability to identify and solve those aspects that may affect the results of the company. They must understand why workers behave in a certain way; point out how they react to different circumstances and control, as far as possible through organizational culture, their behavior at work in terms of quality and productivity. Given the global competitiveness and the development of technology, it is common to have constant changes to stay in the market, hence the importance of studying organizational behavior to know how to manage and apply these changes without affecting the performance of workers as a factor of competitiveness.

## OBJECTIVES

**General objective:** To identify the organizational behavior as a factor of competitiveness in the family companies of the Service Sector of Tijuana, B.C., Mexico.

**Specific objective:** Identify if the elements of autonomy, teamwork, support, communication, pressure, recognition, equity, innovation, perception of the organization, motivation, remuneration, training and development, physical and cultural environment, vision, general satisfaction, promotion and career are part of the organizational behavior, as a factor of competitiveness in the family businesses of Service's Sector of Tijuana, BC, Mexico.

## Significance of the Study

The study of organizational behavior, as a factor of competitiveness in family businesses, is a matter of paramount importance, and a key factor for a successful management for the progress of a company that lies in the attitude or behavior of the employees who work in it, which is why organizational behavior is a necessary tool for the benefit of all types of organizations. Where organizations exist, there is a need to describe, understand, predict and to improve the management of human behavior.

Understanding organizational behavior is a necessity for all professionals who have some responsibility in the management of personnel. Because in today's world, the high levels of competitiveness demand new forms of commitment, to see the facts, to decide and direct, to think and feel and, to develop the different processes in family businesses in a more effective way. The result of an adequate organizational management will observe to a great extent how motivation, autonomy, teamwork, support received, communication in the company, the labour pressure, the recognition given to the employee, the labour equity, innovation, perception of the worker's organization, motivation, remuneration received, training and development, physical and cultural environment, vision and general satisfaction of the members of the organization to achieve a better use of capital human, which will contribute to generate competitive advantages that contribute to the increase of the profits of the entity.

Nowadays, there are many changes within the family businesses to which managers have to face, hence it is of great importance to those who direct them to considerate the organizational behavior and the factors that influence its formation, grounded in the need for change management in the continuous improvement that must take place within the structures of the organizations with systemic approach, in such a way that the competitiveness has become a determining factor to obtain the survival of an organization, with the purpose to obtain a privileged position within the respective chain of production, each company gathers efforts to obtain advantages that allow it to outdo and make the difference between its competitors. These advantages are the product of the application of strategies previously studied and structured within the company.

## Scope of the Study

The present investigation is structured as follows. In the section of the literature review, the arguments that support organizational behavior and competitiveness in family businesses are raised, as well as the research variables. Following the section of the methodology used to identify organizational behavior as a factor of competitiveness in the family businesses of the services sector, the determination of the sample and its calculation, as well as the reliability of the instrument and the number of interviews obtained after each contact through of the response rate. Pearson's Correlation Matrix was used to determine the variables that influence organizational behavior as a competitiveness factor. The

following section also presents the results of the research and finally the conclusions that provide family companies in the services sector with a guideline in the workplace, limitations and future lines of research. It is hoped that the results obtained will serve as a guide for the family businesses of the Services Sector and those interested in the subject of the family business, specifically in organizational behavior as a factor of competitiveness, and through them generate new research with themes aims to encourage a change of perspective regarding those practices that the family companies carry out in relation to the topic addressed.

## LITERATURE REVIEW

### Family Business

There are currently as many definitions as researchers on the subject, resulting in no concrete definition of the meaning of what is a family business, a wide range of definitions are found, which mostly coincide with common elements emphasizing certain differences, several authors have studied the concept of family business and according to [Belausteguigoiti, \(2017\)](#), it is common to overlook the importance of family businesses; even the term family business alone may imply a pejorative meaning. In fact, the importance of family farms in the country's economy is enormous, so there is no reason to disparage them, while [Álvarez \(2010\)](#) mentions that it is a mercantile entity whose capital, the majority of the stock, is owned by members of a family and in which one of its members, by consanguineous line or political kinship, without being shareholders holds high executive positions. Family businesses are economic enterprises where one or more families work. [Poza \(2005\)](#) argues that there are certain distinctive characteristics in this type of business: the presence of the family, the desire for continuity of the owner and the coincidence of them. [Cuesta \(2000\)](#), mentions that a family business is one whose property is concentrated in a single person or in a small number of people linked by a blood bond that play an important role in the management of the company and the willingness of this state of affairs to last in time. The authors [Gersick, Davis, Hampton, and Lansberg \(1997\)](#), who recognize the family business as an organization where a three-dimensional evolutionary model is at the intersection of the axes: family, business and property. In this sense, the three circles of [Tagiuri and Davis \(1996\)](#) consider the family business as an open and, as such, social, dynamic and complex system, composed of three subsystems: The Family subsystem (the members of the company subsystem (consisting of managers) and the subsystem Property (the owners), which interact and overlap each other, causing multiple relationships between people whose interests can easily conflict. Since the main assumption of this model lies in the interaction and interdependence between the family that owns the company and the company itself, which will exert an influence on its administration, its results and the destiny of the organization.

### Organizational Behavior and Competitiveness

According to [Pérez \(2013\)](#), organizational behavior and competitiveness is the study and application of knowledge about how people behave individually and/or in groups into organizations. It also seeks to identify ways in which individuals can act more effectively. For [Chiavenato \(2012\)](#) it is a study of individuals and groups that operate in corporations. It deals with the influence they all exert on organizations and the influence they exert on them. While for [Newstrom, \(2007\)](#) it is the systematic study and application of knowledge about how people - as individuals and groups - act in organizations. Also for [Robbins \(1987\)](#) it is a discipline that investigates the influence of those individuals, groups and their structure exert on the behavior within the organizations, in order to apply that knowledge and to improve the effectiveness of them.

It is a fact that one of the failures of the family enterprise occurs in two aspects that are fundamental: the lack of appropriate management of the resources and its limited capacity to develop competitive strategies. [Rueda \(2011\)](#), mentions that it must be recognized that the founders and employees linked to the environment of the family business are mostly experienced workers in operational processes, the strong lack in the business administrative aspect has become a weakness, this increases the competitive pressure. On the other hand, the accelerated technological development allows a high transferability to these changes is added deregulation. There has been a change in the work context of companies and increased the demands of consumers in one aspect, and in the other side the configuration of the workforce has changed; companies must respond to these changes, adapting their organization to compete with advantages and increase their competitiveness. ([Porcel & Böhr, 2008](#); [Nuchso, Tuntivivat, & Klaykluen, 2016](#); [Manirojana, 2016](#); [Tokuda, 2016](#); [Tsai, & Tsai, 2017](#); [Anwar & Sidin, 2016](#); [Taiwan, Na-Nan, & Ngudgratoke, 2017](#); [Yaemjamuang, 2017](#); [Abdul, 2015](#)).

Today, companies in all fields have to compete to bring value. Value is the ability to meet or exceed customer needs, and also to do so efficiently ([Porter, 2009](#)). According to [García, Escalante, and Quiroga \(2012\)](#), competitiveness is an important factor in the organizational environment, particularly in the global environment in which we find ourselves increasingly dynamic and where the technological revolution facilitates communication between countries and improves productivity, evidencing the qualities as well as weaknesses of the companies ([Fernández, 2010](#)). Overtime, competitiveness has become a determining factor for the survival of any organization, including family businesses in order to achieve an outstanding position to obtain advantages that allow them to distinguish themselves from their competitors. These advantages are the product of the application of strategies previously studied and structured within the family business.

Therefore, organizational behavior helps family business owners observe employees' behavior and makes it easier for them to understand the complexity of the interpersonal relationships in which their employees interact and keep them in mind

that organizational behavior is a human tool that is used for the benefit of its workers in order to increase its performance and therefore raise the competitiveness of family businesses in the service sector ([Pérez, 2013](#)). For the purposes of this research, is the dependent variable and the factors of competitiveness that influence it, without the order of importance, are the following being taken as independent variables for purposes of this research and are described below:

**Autonomy:** Perception of the worker about self-determination and necessary responsibility in decision-making, with respect to work procedures, goals, and priorities. The perception of the members of the organization, with respect to the reward they receive, for their contribution to the company ([Koys & Decottis, 1991](#)). [Amorós \(2007\)](#) defines autonomy as the degree to which the post provides substantial freedom, independence, and discretion so that the individual schedules the work and determines the procedures that should be used to carry it out. It also states that involvement in decisions that directly affect workers, increasing their autonomy and self-control over their work activities, will make them feel more motivated and committed to the organization, perform better, be more productive and more satisfied.

**Teamwork:** Interaction between members that is guaranteed to fulfill a common goal, taking advantage of individual competencies for better collective performance and responsibility. Interdependence is generated using the capacities of each member ([Linares, 2010](#)).

**Support:** Members' perception of support and tolerance in behavior within the institution, this includes the learning of mistakes by the worker, without fear of reprisal from their superiors or co-workers ([Koys & Decottis, 1991](#)). Equally, it is observed that employees who feel more supported, are also more involved and committed to the organization ([Webster, 2010](#)).

**Communication:** It is considered as a process where there is information exchange between individuals or computers within the organizations, through the use of commonly accepted symbols. Three dimensions are considered in all communication: the issuer or issuers, the means of communication and the exchange of information ([Monge, 2008](#)). The assessment of the communication, is directed at the impact it has on the company; in the search for an increase in corporate profits, organizational culture, motivation, and learning, to legitimize the resources employed, should be defined as an internal economic and social mechanism, through which audiences develop a sense of belonging and commitment ([Esprezza, 2013](#)).

**Pressure:** The perception that exists regarding the standards of performance, operation, and completion of the task ([Koys & Decottis, 1991](#)). In strict sense, work under pressure refers to performing a task under stressful conditions, less time, less resources (human, material and technical), less space, more effort to achieve the result efficiently (well done to the first attempt), with null, little or a lot of close supervision that puts pressure to achieve the goal. In itself, it refers to the ability not to lose function abilities to the workload ([Lechuga, 2013](#)).

**Recognition:** It is defined as the response given by a company to the behaviors, efforts, and achievements reached by employees ([Perea, 2013](#)). Is also the perception that the members of the organization, with respect to the reward they receive, for their contribution to the company ([Koys & Decottis, 1991](#)).

**Equity:** It is the perception that employees have, about whether there are fair and clear policies and regulations within the institution ([Koys & Decottis, 1991](#)). According to the diagnosis of organizational culture of the tourism sector by its initials (SECTUR), in 2011, wages and benefits, refer to the level of equity in the allocation of salaries received by staff for wages and salaries, as well as others rights that may be monetary, such as pantry or in-kind vouchers.

**Innovation:** The perception that one has of the spirit to take risks, to be creative and to assume new areas of work, where it has little or no experience ([Koys & Decottis, 1991](#)). Innovation is composed of factors such as ideas, innovative structures, creation of new products or services, new production, and marketing methods ([Ahmed, Ramos, Ramos, & Shepherd, 2012](#)).

**Perception of the organization:** It is the process of interpreting messages through our senses to give order and meaning to our surroundings. Then the perception is of the people and uses our senses to create an interpretation, of what happens around us and within the company ([Johns & Saks, 2010](#)).

**Motivation:** It is that which gives rise to a propensity towards a specific behavior. This impulse to act can be triggered by an external stimulus (which comes from the environment) or can be generated internally in the individual's mental processes ([Chiavenato, 2012](#); [Warizin, 2017](#)).

**Remuneration:** It is the total of all the benefits that are granted to employees in exchange for their services ([Mondy, 2010](#)).

**Training and development:** Training is a continuous effort, designed to improve employee competency and organizational performance, while development implies learning that goes beyond current work and has a long-term focus ([Mondy, 2010](#); [Ardyanfitri & Wahyuningtyas, 2016](#); ), the training and development that is applied in organizations must be conceived precisely with models of education through which it is necessary to form a culture of business identity based on the social values of productivity and quality in work tasks. ([Aguilar, 2004](#))

**Physical and cultural environment:** As for the physical environment, it evaluates the workers' feelings about the physical elements that make up their working environment. We collect perceptions and expectations regarding physical spaces and work implements ([Reinoso, 2007](#)), while the culture of an organization is not defined by a single edge, but comprises a dynamic set of values, ideas, habits, and traditions, shared by people who make up an organization and regulate their actions within the same ([Paredes, 2012](#)).

**Vision:** It is the image that the organization has of itself and its future, that is, the act of seeing itself projected in time and space ([Chiavenato, 2012](#)). This requires that the planning horizon should be long term, which prevents long-term plans from being mortgaged in exchange for good short-term results ([Belasteguigoita, 2017](#)).

**Overall satisfaction:** It is an average indicator that the worker can feel, in front of the different facets of his work, i.e. facet satisfaction, is the degree of satisfaction or satisfaction with specific aspects of his work: recognition, benefits, working conditions, received supervision, work colleagues and company policies ([Skalli, Theodossiou, & Vasileiou, 2008](#); [Reza, Rusidah, & Forasidah, 2017](#)).

**Promotion of life and career plans:** Internal promotion has proved to be a great tool to achieve employee satisfaction; this process is defined as a source of internal recruitment in which it is offered to the professionals of the company the possibility to participate with their candidacy in the processes of the selection process. Promoting a worker within the organization implies granting promotion to a senior position, with greater responsibility and salary ([Sánchez, 2013](#)). For a career development program to be effective, the organization must be supportive and willing to provide time, money, and other kinds of support. This support must come from senior management and supervisors of the organization; if they want the program to survive and be effective, supporting the staff is essential. Participation of people at all levels of the organization in the development of a career planning program will help to make the commitment even greater ([Carnevale, Gainer, & Meltzer, 2010](#)).

### Research Hypotheses

**H0:** There is a direct relationship between the elements of autonomy, teamwork, support, communication, pressure, recognition, equity, innovation, perception of the organization, motivation, remuneration, training and development, physical and cultural environment, vision and general satisfaction as part of the organizational behavior, as a factor of competitiveness in the family businesses of Sector Services of Tijuana, BC, Mexico.

**H1:** There is a direct relationship between autonomy as a factor of competitiveness in family businesses of the Services Sector of Tijuana, B.C., Mexico.

**H2:** There is a direct relationship between teamwork as a factor of competitiveness in the family businesses of the Services Sector of Tijuana, B.C., Mexico.

**H3:** There is a direct relationship between support as a factor of competitiveness in family businesses of the Services Sector of Tijuana, B.C., Mexico.

**H4:** There is a direct relationship between communication as a factor of competitiveness in family businesses of the Services Sector of Tijuana, B.C., Mexico.

**H5:** There is a direct relationship between pressure as a factor of competitiveness in family businesses of the Services Sector of Tijuana, B.C., Mexico.

**H6:** There is a direct relationship between recognition as a factor of competitiveness in the family businesses of the Services Sector of Tijuana, B.C., Mexico.

**H7:** There is a direct relationship between equity as a factor of competitiveness in family businesses of the Services Sector of Tijuana, B.C., Mexico.

**H8:** There is a direct relationship between innovation as a factor of competitiveness in family businesses of the Services Sector of Tijuana, B.C., Mexico.

**H9:** There is a direct relationship between the perception as a factor of competitiveness in the family companies of the Services Sector of Tijuana, B.C., Mexico.

**H10:** There is a direct relationship between motivation as a factor of competitiveness in the family businesses of the Services Sector of Tijuana, B.C., Mexico.

**H11:** There is a direct relationship between remuneration as a factor of competitiveness in the family businesses of the Services Sector of Tijuana, B.C., Mexico.

**H12:** There is a direct relationship between training and development as a factor of competitiveness in the family businesses of the Services Sector of Tijuana, B.C., Mexico.

**H13:** There is a direct relationship between the physical and cultural environment as a factor of competitiveness in family businesses of the Services Sector of Tijuana, B.C., Mexico.

**H14:** There is a direct relationship between the vision as a factor of competitiveness in the family businesses of the Services Sector of Tijuana, B.C., Mexico.

**H15:** There is a direct relationship between general satisfaction as a factor of competitiveness in family businesses of the Services Sector of Tijuana, B.C., Mexico.

**H16:** There is a direct relationship between promotion and career as a factor of competitiveness in family businesses of the Services Sector of Tijuana, B.C., Mexico.

## METHODOLOGY

The methodology of the research is quantitative and qualitative. Quantitative research is applied for the survey, through questionnaires to employees according to a random sample of the total population of family businesses in the service sector. The collected information was processed with the application of the statistical program SPSS for descriptive and inferential analysis. The dependent variable is organizational behavior, which refers to the study of individuals and groups that operate in organizations, which deals with the influence they all have on organizations and the influence that organizations have on them ([Chiavenato, 2012](#)). Factors of competitiveness, autonomy, teamwork, support, communication pressure, recognition, equity, innovation, perception of the organization, motivation, remuneration, training, and development, physical and cultural environment, vision and overall satisfaction are regarded as independent variables.

## RESULTS

### Sample

The research was carried out in the last two quarters of 2016 and in the first four months of 2017. The sample design is the result of the identification of a total population of 124 fast-food franchises affiliated to the System of Mexican Corporate Information (SIEM), in March 2016 of the delegation Tijuana, Baja California and the consideration of the percentage of presence over the total population, resulting in 168 family businesses of the service sector as representative sample, as exemplified in Table 1. Factors that were taken in consideration in the calculation of the sample, is that the population is considered with homogeneous characteristics, in addition, to have a finite population, since the number of family businesses in the service sector is known and the representativeness of the sample is determined by an allowable error of 0.068, with a confidence level of 95% and  $p = q = 0.5$ .

**Table 1:** Total Companies According to SIEM, March 2016.

	Population	Sample
Total Companies	2441	168

From the large number of definitions ([Groves & Couper, 1998](#); [Groves et al., 2009](#); [Stoop, 2006](#)), the most used one is currently used, defined as the number of questionnaires answered among the total number of elements contacted according to the formula RR1 of [American Association for Public Opinion Research-AAPOR, \(2011\)](#). For the collection of information, personal interviews were conducted to clarify any questions the interviewee had about any of the questions in the questionnaire; finally, 168 surveys were obtained, these were valid and none were excluded at the moment of analyzing the information. In the analysis of the response rate, the number of interview subjects that were contacted should be considered first, taking into consideration that all cooperated, as shown in Table 2.

**Table 2:** Number of Interviews Accomplished After Each Contact. Response rate (Formula RR1 of AAPOR, 2009)

	Interviewed	Total
Face-to-face survey	168	168

According to [Díaz \(2013\)](#), knowing the number of contacts required to do the interview is the prelude to the calculation of the response rate, an aspect of increasing importance since it is considered as an indicator of the quality of the research. This implies a response rate of 100%. In the face-to-face survey, three attempts were made, in which the following results were obtained: in the first attempt a response rate of 32.14% was obtained, in the second attempt 42.26% was obtained and in the third one a 25.60% of the 100% response rate, as shown in Table 3.

**Table 3:** Difficulty in Trying with the Interviewee. (Formula RR1 of AAPOR, 2009)

	Interviewed			
	First attempt	Second attempt	Third attempt	Total
Face-to-face survey				
Interview response rate	54	71	43	168
Interview response rate (%)	32.14%	42.26%	25.60%	100%

### Instrument Validation

The employees of the companies of the Services Sector were given a questionnaire with 99 questions, which was validated related to the subject of study. A Likert measurement scale was used. The tables elaborated allow an analysis of the

organizational behavior and the factors that affect competitiveness. The validity of the questionnaire was determined by the reliability coefficient of Cronbach alpha, through the SPSS program: the result of this program was .80, an acceptable degree of reliability (since it is above .60 and of 0.70, minimum acceptable score). It is shown in Table 4 below.

**Table 4:** Reliability Analysis

Cronbach alpha	No. of elements
.923	99

## Relationship between Variables

### Bivariate Correlations (Pearson Matrix) of the Independent Variables

Pearson Correlation Matrix was used to determine the variables in which correlation exists. The results of the correlations allow to conclude that two variables are related to two other variables: It is proposed as a research strategy that, based on the empirical evidence from Pearson's correlation coefficient matrix, consider only those significant correlations to the rank of 0.01 and 0.05 and of a magnitude equal to or greater than 0.50, which represents a moderate to strong positive correlation. As shown in Table 5. The independent variables with a higher correlation according to the criterion established previously, the elements that are part of the organizational behavior as a factor of competitiveness in the family companies of the Services Sector of Tijuana, B.C., Mexico, presented below:

**Table 5:** Bivariate Correlations (Pearson Matrix) of Variables

Variables	Correlation
Autonomy – Autonomy	0.674**
Teamwork – Teamwork	0.618**
Innovation – Support	0.625**
Innovation – Innovation	0.646**
Remuneration - Remuneration	0.650**
Remuneration and Acknowledgments	0.628**
Promotion of Life and Career Plan - Promotion of Life and Career Plan	0.644**
Training and Development - Training and Development	0.640**
Motivation – Motivation	0.670**
Overall Satisfaction - Vision	0.654**

The results of previous correlations allow us to conclude that the variables that directly affect organizational behavior are autonomy, teamwork, innovation, support, remuneration, recognition, promotion and career, training and development, satisfaction and vision.

Regarding the **autonomy** variable, the result of the correlation is 0.674, since the owners of the family companies or their bosses grant them sufficient autonomy when making decisions in their respective areas of work with respect to their activities, discretion according to the problem or conflict that is presented to them, there is a balance between the collaborator and the work team, insofar as he decides how he will carry out his work, proposes his own activities, organizes his work as best he can, seems to meet their needs, which means that they feel more motivated, committed and satisfied with the company, also raising their performance and productivity.

According to the result obtained in the correlation of the variable of **teamwork** which is 0.618, this manifests the work in by the high coordination and the effort that jointly carried out the employees, emphasizing in the achievement of objectives and plans, for which the performance is high, is motivated continuously. This results in the commitment of employees to the purpose of the organization. This is achieved because most of the times in the department in which the employee performs share information rather than guard it, there is a permanent communication between co-workers and gives a cordial relationship, therefore, there is trust between them and acknowledge their failures or mistakes when they are wrong.

Likewise, the correlation of the **innovation** variable presents a result of 0.646, because the employee is allowed to have high standards of themselves, for the incessant search for new challenges that arise within the company and its work. **Support** is reflected in the emphasis on personal-work balance as it gives high task orientation and high orientation to relationships, in an environment where such orientations are appropriate, resulting in high competitiveness based on effort and commitment. It is achieved through the fact that the boss supports the employee when he is wrong so that he learns from his mistakes, he is also treated with respect and performs tasks proper to the position for which he was hired.

In correlation of the variable of **remuneration** the result is of 0.650, since this if it is reflected in a salary that the employees consider fair according to its position, responsibility, and activities that they play, also exists a program of incentives such as: vouchers for the goals achieved, the placement of their photograph in a visible space of the company in regards of the employee of the month, that is, if they perceive the value of the employees who work in the organization, through the evaluation of the tasks assigned. This variable is linked to **recognition** in family businesses of the services

sector the boss recognizes the strengths of his employees and makes them notice, uses it as an example of what should be done well and recognizes his employees when they perform good work. Companies reward the effort of employees, through the establishment of clear and measurable objectives, so that they can achieve and reward their reached goals with incentives, therefore, employees are satisfied with the salaries and consider fair payment, as well as the promotions and promotions carried out by the company and the professional and personal incentives granted by the organization.

However, in relation to the variable of **promotion of life and career plan**, a final result of 0.644 was obtained, since family businesses have internal promotions through a life and career plan, which gives them the opportunity to employees to grow and develop within the same and to have access to positions of intermediate level and even managers, once they fulfill the requirements and the profiles requested for the position, which are established in the life and career plan, according to [Carnevale et al. \(2010\)](#), career planning is a deliberate individual process that helps identify opportunities, options and consequences; serves to establish goals related to work and to maintain an education and development schedule with which to obtain direction, synchronization and a sequence of steps that help achieve a career goal within the organization in which the person works. So employees working in family-owned companies in the service sector know in advance that they can draw up their own life and career plan, which means that they are motivated, satisfied and with the high performance of their activities.

In terms of **training and development**, the correlation result is 0.640, the employee considers that the organization offers training, in accordance with its mission and objectives and asks about its interests and training needs with the expectation that it has a development in the company through the plan of life and career with which the company counts. In addition, the company allocates sufficient resources to train its staff. Before this, the employee is satisfied with his work, the relationship he maintains with his boss, the results of his activities, the development he has in the company and the interpersonal relationships with his colleagues.

The variable with a very significant correlation is that of **motivation** with a result of 0.670, since the employees are quite motivated by the autonomy that they have to make decisions, by the innovation since it allows the employee to have high standards of themselves, by the incessant search for new challenges that arise within the company and its work, as well as the offer of the salary company according to both professional and personal expectations covering their needs, internal promotions, such as life and career plans, which means that they are given continuous training to achieve professional development within family businesses. This results in satisfied and committed employees with high performance.

Regarding the **general satisfaction** and **vision** of the company, these variables have an incidence with a correlation of 0.654, according to the vision of the company, employees consider that the organization has a goal and a path that gives meaning and heading to their work, likewise, they know very well what the organization expects of them, there is a long-term planning in family businesses. As for their general satisfaction, it is reaffirmed in all that has been mentioned previously in the correlations of the variables of autonomy, teamwork, innovation, support, remuneration, recognition, promotion of life and career plan, which implies that they are motivated and satisfied both with their work and with the company for all that it offers them.

According to the analysis of the variables that affect as factors of competitiveness through the correlations made with the Pearson Matrix the results of the hypotheses are presented, accepting 11 of them as presented in Table 6.

**Table 6:** Results of Hypothesis Testing

<b>H1:</b> There is a direct relationship between autonomy as a factor of competitiveness in family businesses of the Services Sector of Tijuana, B.C., Mexico.	H1 is accepted
<b>H2:</b> There is a direct relationship between teamwork as a factor of competitiveness in the family businesses of the Services Sector of Tijuana, B.C., Mexico.	H2 is accepted
<b>H3:</b> There is a direct relationship between support as a factor of competitiveness in family businesses of the Services Sector of Tijuana, B.C., Mexico.	H3 is accepted
<b>H4:</b> There is a direct relationship between communication as a factor of competitiveness in family businesses of the Services Sector of Tijuana, B.C., Mexico.	H4 is accepted
<b>H5:</b> There is a direct relationship between pressure as a factor of competitiveness in family businesses of the Services Sector of Tijuana, B.C., Mexico.	H5 is accepted
<b>H6:</b> There is a direct relationship between recognition as a factor of competitiveness in the family businesses of the Services Sector of Tijuana, B.C., Mexico.	H6 is accepted
<b>H7:</b> There is a direct relationship between equity as a factor of competitiveness in family businesses of the Services Sector of Tijuana, B.C., Mexico.	H7 is accepted
<b>H8:</b> There is a direct relationship between innovation as a factor of competitiveness in family businesses of the Services Sector of Tijuana, B.C., Mexico.	H8 is accepted
<b>H9:</b> There is a direct relationship between the perception of the organization as a factor of competitiveness in family companies of the Services Sector of Tijuana, B.C., Mexico.	H9 is accepted
<b>H10:</b> There is a direct relationship between motivation as a factor of competitiveness in the family businesses of the Services Sector of Tijuana, B.C., Mexico.	H10 is accepted



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<b>H11:</b> There is a direct relationship between remuneration as a factor of competitiveness in the family businesses of the Services Sector of Tijuana, B.C., Mexico.	H11 is accepted
<b>H12:</b> There is a direct relationship between training and development as a factor of competitiveness in the family businesses of the Services Sector of Tijuana, B.C., Mexico.	H12 is accepted
<b>H13:</b> There is a direct relationship between the physical and cultural environment as a factor of competitiveness in family businesses of the Services Sector of Tijuana, B.C., Mexico.	H13 is accepted
<b>H14:</b> There is a direct relationship between the vision as a factor of competitiveness in the family businesses of the Services Sector of Tijuana, B.C., Mexico.	H14 is accepted
<b>H15:</b> There is a direct relationship between general satisfaction as a factor of competitiveness in family businesses of the Services Sector of Tijuana, B.C., Mexico.	H15 is accepted
<b>H16:</b> There is a direct relationship between promotion and career as a factor of competitiveness in family businesses of the Services Sector of Tijuana, B.C., Mexico.	H16 is accepted

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## DISCUSSION AND CONCLUSION

Family companies that are results-oriented have the primary objective of being efficient, that is, having the capacity to achieve the goals that are set. It is, therefore, crucial to identify the organizational behavior of organizations to be more competitive, equitable and with a broad sense of humanism. It is a reality what family companies are facing, owners and managers need reliable information to determine strategies that allow them to include and generate a commitment to their employees, that is, to organize and align the objectives of the team in increase of quality, efficiency, productivity, so that as a result that: the organization becomes competitive or increase its competitiveness.

Therefore, organizational behavior is important for family businesses being a tool since according to [Pérez \(2013\)](#) it is the study and application of knowledge about how individuals behave individually and in groups in organizations. It also seeks to identify ways in which individuals can act more effectively. For [Chiavenato \(2012\)](#), he mentions it as a study of individuals and groups that operate in corporations. Therefore, due to the difficult environment faced by family businesses in order to be competitive in our country and in global markets, a good option for owners is to invest in organizational behavior as a market strategy.

The way in which employees perceive the organizational behavior of the company is decisive, either subtly, with warmth or kindness, because though this is how employees evaluate the work environment, being one of the key aspects in the performance and competitiveness of the company.

In such a way that the family companies manage to count on the appropriate organizational behavior and that this one is according to their needs, with the purpose of reaching an efficient answer, that contributes to the capacity of locating the human resource, with the aim of being competitive. To achieve this effect, a series of factors are mixed that involve the different departments of the company, established indicators, the type of organizational culture that prevails and the expectations that the collaborators have at all levels, in order to achieve the expected results. A propitious organizational behavior is a long-term investment for any company, representing an excellent tool to raise the potential of its employees and increase their competitiveness, which is why, today's family companies should pay care and value, looking for a favorable organizational behavior that provides the employees with the best to make them feel motivated, with the objective of this research, which was to identify if the factors of autonomy, teamwork, support, communication, pressure, recognition, equity, innovation, perception of the organization, motivation, remuneration, training and development, physical and cultural environment, vision, general satisfaction, promotion, and career have a direct impact on organizational behavior, as factors of competitiveness in Tijuana, BC, Mexico, if it was already achieved which identified that the competitiveness factors that affect organizational behavior are: autonomy, teamwork, innovation, support, remuneration, recognition, promotion and life and career plan, training, and development, motivation, general satisfaction and vision . You are welcome to collaborate, to know and feel that you are part of the company, proving 11 hypotheses of the 16 that were raised for the investigation.

Employees of family companies in this sector have **autonomy** on the part of the owner or the immediate boss to make decisions in their respective areas of work, there is a balance between the collaborator and the work team, as to decide the mode in which they will carry out their work, being a relevant point that they are allowed to propose their own activities according to their needs and depending on the position they occupy.

**Teamwork** is present due to the high level of coordination and the joint effort of the employees, emphasizing the achievement of objectives and plans, which is why high performance is achieved because most of the time in the department in which the employee performs shares the information rather than guard it, despite the fact that there was no high correlation in communication, which is not reflected in the results, if there is a permanent communication between co-workers, only it is an informal communication; the communication that is not being achieved is the one that according to [Esprezza \(2013\)](#), which is directed at the impact it has on the company; in the pursuit of increased business profits, to legitimize the resources employed, defined as an internal economic and social mechanism.

Likewise, employees are allowed to **innovate** by having high standards of self, by the incessant search for new challenges that arise within the company and their work, as mentioned by [Koys and Decottis \(1991\)](#), i.e. the perception that is about of

the spirit to take risks, to be creative and to assume new areas of work, where they have little or no experience ([Koys & Decottis, 1991](#)). **Support** for employees is achieved through the fact that the boss supports the employee when they are wrong so that they learn from their mistakes, they're also treated with respect and performs tasks proper to the position for which they were hired.

As for the **remuneration** received by employees is manifested in a salary that employees consider it fair according to their position, responsibility, and activities that they perform, through incentive programs with which family businesses have a relationship directly with the recognition that the employees receive as their bosses recognize their abilities and skills in their work areas. Family companies reward the efforts of employees, through the establishment of clear and measurable goals, so that they can reach and reward their employees' achievements with incentives.

Employees also have **internal promotions** through **life and career plans**, with employees having the opportunity for growth and development within family businesses to access middle and even senior positions, once they meet the requirements and the profiles requested for the position, which are established in the life and career plan, so it is important.

Due to the fact that companies have life and career plans to carry out internal promotions, the companies offer continuous **training**, carrying out diagnoses of training needs in order that the employees are prepared for when a vacancy is opened and it is offered in an internal way, cover the profile and the parameters requested for it, despite being family companies that draw attention if they have sufficient resources to allocate them to training staff.

In terms of **overall satisfaction**, the employees of family businesses in this sector are satisfied with the salaries they receive, the autonomy they have in their jobs, the recognition given them by the company for its high performance and for the expectation of a professional development and to be able to occupy up to managerial positions in the future, being the life and career plans attractive which the company counts with and also consider the training as an added value.

In the same way employees have a clear **vision** of the company, since they consider that they have a goal and a path that gives them a sense and direction for their work, they know in advance what is expected of them, as mentioned by [Belasteguigoita \(2017\)](#), since this requires that the planning horizon to be long-termed, which prevents the long-term plans from being mortgaged in exchange for good short-term results, which is achieved through continuous training and if is reflected in an employee with a high performance.

All of the above results in a motivation which is quite significant, because the employees feel motivated, committed and satisfied everything the company offers, therefore one of the primary responsibilities of the owners and those who direct the area of resources human resources managers in this case is to provide the necessary motivation to the organization, because this is one of the factors that limit the achievement of organizational objectives and because it is the indispensable element for the generation of a good organizational climate through of organizational behavior, so that the employee increases their productivity and the company becomes more competitive.

## LIMITATIONS

The main limitation that was presented in the research was the collection of information, basically due to the resistance and little collaboration that was presented at the beginning of the application of the questionnaires by the studied subjects, significantly prolonging the period of data collection and, at the same time delaying the processing of the information to obtain the results for the investigation.

## RECOMMENDATIONS FOR FURTHER RESEARCH

It is recommended for future work, to continue in the same line of research but at a regional level, so that results can be compared in the different cities of the region as a comparative study. Beyond the possibilities that arise from the continuity of the study in other contextual and temporal contexts, it is our intention to deepen, in future investigations, the decision process that affects the development to realize a change in the organizational behavior.

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