ABSTRACT

Leadership and organizational climate are crucial concepts in modern-day organizations, irrespective of their size or sector. This study explores the relationship between these concepts in client companies of Tawa Perú S.A. operating in the labor intermediation sector. Using a quantitative approach, the study collected data from 243 employees via a Likert-type questionnaire, thus gaining insights on leadership style and organizational climate. The study’s results demonstrated a strong positive correlation between leadership and organizational climate in the user companies of Tawa Perú S.A., as evidenced by a Spearman correlation coefficient Rho = 0.782. Consequently, both leadership and organizational climate are part of the current paradigm of human resources management, particularly in the labor intermediation sector, whose main function is the delivery of high-quality services with added value to clients. In conclusion, Tawa Perú S.A. and other organizations should prioritize improving the leadership style of their outstanding employees and focus on making them feel comfortable working in the organization through the professionalization of the Employee Care area.

Palabras Clave: leadership; organizational climate; human resources management; intermediation.
INTRODUCCIÓN

Leadership and organizational climate play a critical role in achieving economic success in companies today. As noted by Goleman (2013), "Climate" is not an amorphous term. First defined by psychologists George Litwin and Richard Stringer and later refined by McClelland and his colleagues, it refers to six key factors that influence an organization’s working environment: flexibility, i.e., how free employees feel to innovate unencumbered by red tape; their sense of responsibility towards the organization; the quality level people set; the accuracy of performance feedback and suitability for receiving rewards; the clarity with which people see the mission and values; and finally, the level of commitment to a common purpose. (p. 27)

Numerous authors have conducted free studies analyzing both paradigms of human management, including Robbins and Judge (2009):

Leadership is defined as the ability to influence a group toward the achievement of a vision or set of goals. The source of this influence may be formal, such as that provided by the possession of managerial rank in an organization. Because management positions come with some degree of formally designated authority, a person may assume a leadership role simply because of the position he or she holds in the organization. (p. 385)

On the other hand, Brunet (1987) states that:

The climate of an organization is influenced by objective aspects such as its structure, processes, as well as its employees’ psychological and behavioral traits. Of particular significance is how employees perceive and interpret the organization’s reality, as the climate is a multifactorial component that is largely shaped by employees' perceptions. (p. 41)

This research will cover various leadership theories, including those based on traits, behavior, and contingency, as well as Hersey and Blanchard’s theory, the leader member exchange theory, and Vroom and Yeton's decision theory. To examine the organizational climate in companies, several models will be used, such as Forehand and Gilmer’s structuralist model, Litwin and Stinger’s interactional model, Halpin and Croft’s, as well as Moos and Insell’s subjectivist model, and Koys and Decosttis’ model.

In order to attain competitiveness and foster economic development in the country, it is essential to take into account various factors. One of the primary areas that requires attention is labor competitiveness, as it currently lags behind due to high informality levels. According to the Sociedad de Comercio Exterior del Perú (Comex Peru, 2018):

Peruvian entrepreneurs have identified labor regulation restrictions as one of the most challenging factors when conducting business in Peru. This issue ranks after corruption, public sector inefficiency, and taxes. The labor market suffers from a mismatch between labor supply and demand due to inadequate information systems, weak labor intermediation, and a lack of a national qualification system, especially in the technical labor market. According to the Organization for Economic Cooperation and Development’s (OECD) Skills Strategy, the absence of a national skills system makes it less likely for individuals to learn and develop throughout their working lives. This includes factors such as the quantity and quality of learning opportunities, equal access to learning, and the effectiveness of learning. (p.1)

In this sense, the paradigms of human management are applicable to all organizations and sectors, including the labor intermediation industry. The study focuses specifically on the company Tawa Peru due to indicators such as high staff turnover, the absence of climate analysis and improvement proposals, and inadequate employee service.
The purpose of this study is to examine the relationship between leadership and organizational climate within client companies of the Tawa Peru S.A. Group. Based on this, the idea is to enhance how the organization is perceived by both customers and employees. By doing so, the company can differentiate itself from its competitors and improve its service ratios.

It should be noted that there are several national and international studies that have explored the relationship between leadership and organizational climate. Palomino and Peña (2016) studied the relationship between organizational climate and work performance in Distribuidora y Papelería Veneplast Ltda. of Colombia. Zans (2017) studied the impact of organizational climate on work performance of administrative workers and teachers in the Multidisciplinary Regional School of Matagalpa, Guatemala. Fernández (2017) researched the relationship between leadership and organizational climate in Colombian companies and business sectors. Gómez (2021) explored the influence of leadership style on the work climate of teaching and administrative staff at the Gran Colombia educational unit in 2020-2021. Ortiz (2018) examined the organizational climate and its relationship with managers’ leadership style at Benjamín Seledón Rodríguez public school, Nicaragua. Finally, Alvarado and Cafferata (2018) studied the relationship between managerial leadership style and the organizational climate perceived by administrative staff at Andahuasi (2018).

METHODS
In terms of the organization’s intentions and the research purpose, theory based on characteristics was used for leadership, which includes employee and task orientation. This is based on studies of the University of Michigan and a proposal by Blake and Mouton (cited in Palomo, 2013), who created a graphical scheme known as the Managerial Grid, as illustrated in Figure 1.

According to Hernández et al. (2010), “the research design is nonexperimental, structured, and the survey is based on standardized instruments that are uniform for all cases” (p.13). The study population consists of 300 client companies, from which a sample of 243 employees was selected. A questionnaire was used as data collection instrument, and the reliability of the

Figure 1
Blake and Mouton’s Managerial Grid

1.9 Country Club Management
Thoughtful attention to the needs of the people for satisfying relationships leads to a comfortable, friendly organization atmosphere and work

5.5 Middle of the Road Management:
Adequate organization performance is possible by balancing the necessity to get work out while maintaining people’s morale at a satisfactory level.

1.1 Impoverished Management:
Exertion of minimum effort to get required work done is appropriate to sustain organization membership.

9.9 Team Management
Work accomplishment comes from committed people; interdependence through a common stake in organization purpose leads to a relationship of trust.

9.1 Authority-Compliance Management:
Efficiency in operations results from arranging conditions of work in such a way that human elements interfere to a minimum degree.

Note. Adapted from Blake and Mouton’s Managerial Grid, by Palomo, 2013.
Current Paradigms of Human Resources Management: Leadership and Organizational Climate in Organizations

The study employed a Likert-type questionnaire for the leadership and climate dimensions. The leadership variable consisted of 20 items, which were distributed to analyze the four characteristics of leadership. For climate, eight dimensions from the interactional or synthesis approach by Litwin and Stinger (1968, as cited in Montoya, 2016) were considered, with 20 items.

RESULTS

The questionnaires were designed to gather information on age, department, gender, and position of employees. Only those who had been working in the companies for more than two years were included in the analysis. The results showed that most respondents were men, representing 58% of the sample. Regarding positions, 70% were operational and 30% were administrative. The collected data was then processed using SPSS software while Spearman’s correlation coefficient was used to analyze the relationship between leadership and organizational climate. The results indicated a strong positive correlation with a Rho value of 0.782, as presented in Table 1.

Table 2 presents the results of the relationship between leadership and organizational climate in the companies. The data shows that 61.24% of employees (79 employees) consider that Tawa Perú S.A. has adequate leadership, and a similar percentage of employees believe that the organizational climate is also adequate. Moreover, 26 employees (20.16%) stated that they have a good organizational climate and adequate leadership. Also, nine employees (6.98%) noted a very good climate and adequate leadership, while 15 employees (11.63%) indicated the existence of adequate leadership and a poor organizational climate. Furthermore, 23.08% of employees felt that the organizational climate and leadership were good, while 27.59% indicated the existence of very good leadership and organizational climate. Figure 2 shows that a mostly good result is the most frequent among the variables analyzed. These results indicate a direct relationship between leadership and organizational climate in the companies.

The analyzed results provide a broader understanding that both leadership and organizational climate are fundamental pillars of the

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**Table 1**

*Spearman’s correlation coefficient (Rho) between study variables*

<table>
<thead>
<tr>
<th></th>
<th>Leadership Correlation Coefficient</th>
<th>Leadership Significance (bilateral)</th>
<th>Organizational climate Correlation Coefficient</th>
<th>Organizational climate Significance (bilateral)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership Spearman’s Rho</td>
<td>1.000</td>
<td>&lt;0.001</td>
<td>0.782</td>
<td>&lt;0.001</td>
</tr>
<tr>
<td>Organizational climate Spearman’s Rho</td>
<td>0.782</td>
<td>&lt;0.001</td>
<td>1.000</td>
<td>-</td>
</tr>
</tbody>
</table>


**Table 2**

*Summary of results for both variables*

<table>
<thead>
<tr>
<th></th>
<th>Poor</th>
<th>Adequate</th>
<th>Good</th>
<th>Very Good</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leadership</strong></td>
<td>7</td>
<td>15</td>
<td>11</td>
<td>0</td>
<td>33</td>
</tr>
<tr>
<td>% total</td>
<td>21.21%</td>
<td>45.45%</td>
<td>33.33%</td>
<td>0.00%</td>
<td>13.58%</td>
</tr>
<tr>
<td><strong>Leadership Adequate</strong></td>
<td>15</td>
<td>79</td>
<td>26</td>
<td>9</td>
<td>129</td>
</tr>
<tr>
<td>% total</td>
<td>11.63%</td>
<td>61.24%</td>
<td>20.16%</td>
<td>6.98%</td>
<td>53.09%</td>
</tr>
<tr>
<td><strong>Leadership Good</strong></td>
<td>11</td>
<td>21</td>
<td>12</td>
<td>8</td>
<td>52</td>
</tr>
<tr>
<td>% total</td>
<td>21.15%</td>
<td>40.38%</td>
<td>23.08%</td>
<td>15.38%</td>
<td>21.40%</td>
</tr>
<tr>
<td><strong>Leadership Very Good</strong></td>
<td>0</td>
<td>13</td>
<td>8</td>
<td>8</td>
<td>29</td>
</tr>
<tr>
<td>% total</td>
<td>0.00%</td>
<td>44.83%</td>
<td>27.59%</td>
<td>27.59%</td>
<td>11.93%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>33</td>
<td>128</td>
<td>57</td>
<td>25</td>
<td>243</td>
</tr>
<tr>
<td>% total</td>
<td>13.50%</td>
<td>52.67%</td>
<td>23.46%</td>
<td>10.29%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

human resources management paradigm for companies. They are interrelated, so working on one can lead to improvement in the other, and vice versa.

**DISCUSSION**

Achieving short-, medium-, and long-term results in organizations heavily relies on effective leadership and its proper diagnosis, which helps to maintain an optimal organizational climate within companies. As Ramirez (2018) suggests, “Achieving proposed objectives requires managers to develop leadership styles” (p. 16).

In his research, Chávez (2013) examines the impact of leadership on the organizational climate of an Ecuadorian SME. He notes the following:

Research conducted by Hay Group’s Research and Development Unit and created by Harvard Professor David McClelland based on 3,781 selected managers reveals that leadership is a factor that influences organizational climate by 70%. This relationship has a significant impact on the attainment of organizational goals and objectives (p. 4).

Palomino and Peña (2016) state the following:

As a general conclusion of this study, it can be stated that all measures taken by management to improve the organizational climate at Veneplast Ltda. will have a medium or long-term impact on employees’ work performance. Additionally, improvements in specific aspects of performance will have a positive impact on overall performance. (p. 74)

Furthermore, Zans (2017) supports the aforementioned point in his research, reporting that 96% of employees surveyed believe that an improvement in the organizational climate would positively impact their work performance. The correlation between leadership and organizational climate in companies is further confirmed in research conducted by Fernández (2017):

Therefore, it can be concluded that the importance of a suitable work environment for achieving organizational goals highlights several components that aid
in comprehending the functioning of the organizational climate. Companies should strive to meet the standards that ensure employees’ satisfaction with their work environment, meaningful relationships with their colleagues, and having the necessary tools to perform their assigned work. (p. 13)

This study yields similar results to those obtained by Quispe (2020), who found a high level of correlation between the variables of managerial leadership and institutional climate, with a Spearman correlation coefficient $Rho = 0.720$. Consequently, it was concluded that “managerial leadership and institutional climate have a direct and positive relationship” (p. 40). This study recommends implementing a leadership program for the most outstanding teachers, with goals based on institutional objectives.

CONCLUSIONS

- It is concluded that a direct and strong relationship exists between leadership and organizational climate in companies, as evidenced by a correlation coefficient $Rho = 0.782$.

- Based on results, it is necessary to address the weaknesses identified within Tawa Perú S.A., particularly among employees who reported working in a negative climate and identified a lack of effective leadership or even harmful leadership that hinders the achievement of better business outcomes or higher customer satisfaction.

- Based on the results obtained, we can gain a better understanding of the needs to enhance employee conditions and improve the perception on the organization’s climate, develop retention strategies that focus on creating an ideal work environment, and make appropriate decisions in managing human resources.

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**Competing interests**
The author declares that there is no conflict of interest.

**Authors' Contribution**
Jose Luis Bustamante Requena (lead author): Conceptualization, data curation, formal analysis, research, methodology, project administration, validation, visualization, writing (original, revision and edition).