

ORIGINAL ARTICLE

## Organizational behavior in an electromechanical sector company from Lima, Peru

### ABSTRACT

In the business context, it is necessary to understand employees' organizational behavior for the purpose of development. This study focuses on evaluating the organizational behavior of employees in the industrial company called DIMATIC S.A.C. from Lima, Peru, in order to identify aspects to improve to reduce problems and costs in the organization. To this end, a cross-sectional, descriptive methodological approach was used, by means of a validated questionnaire administered to 58 employees from various departments of the organization. The results showed that 70.69% of employees rated the organizational behavior in the company as "Good". Dimension "Individual" had the highest rating, with 86.21% in the "Good" category. Nevertheless, aspects to improve were identified, especially in terms of stress management, clarity in management, and training promotion. Dimension "Group" was rated as "Good" by 67.24% of respondents. However, the need to improve teamwork, access to information, decision-making and conflict management to promote a collaborative environment became clear. Dimension "Organizational structure" was rated as "Good" by 58.62% of respondents, but the need to strengthen organizational culture, effective communication of values and key practices was identified. As a summary, this study highlights aspects of organizational behavior which demand attention to improve the working environment and the organizational performance of DIMATIC S.A.C.

**Keywords:** Organizational behavior; individual; group; organizational structure.

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## INTRODUCTION

In the business sciences context, the importance of human interactions is often highlighted, as well as their influence both on the surrounding environment and society as a whole. Individual behavior transcends beyond the observable. For this reason, it is acknowledged that the behavior of individuals in the organizational context and their work environment do not only affect their own performance, but also that of their colleagues; given that behavior is learned socially, it influences the behavior of other members of society.

In the past, companies were isolated from global competition due to protectionist policies, centralized economies in socialist countries, and high-quality labor available in some countries such as Malaysia and Japan. However, companies no longer face these geographical barriers nowadays thanks to the creation of trade blocs such as the North American Free Trade Agreement (NAFTA<sup>1</sup>) and the European Union (Leiva, 1997). This means that multinational companies must work with foreign employees, and employees seek opportunities abroad. Robbins (1998) highlights the importance of understanding the cultures of the people we work with to adapt the management style effectively. It is crucial to understand how these cultures influence people's behavior to achieve effective collaboration in a globalized context.

Organizational behavior has been conceptualized in various ways by experts in the field of business. Organ (1997) defines it as the individual behavior that is not rewarded by a formal system of recognition and, in combination, provide efficiency to the organization's operations. This field addresses issues such as the market satisfaction degree, cost and risk reduction, solid performance evaluations, and higher quality performance. Meanwhile, Robbins (1998) believes that organizational behavior involves analyzing how the actions of individuals and groups affect the operation of organizations to enhance their performance.

Various conceptual approaches have been proposed in relation to organizational behavior. Newstrom (2011) understands it as a

systematized science that analyzes the interaction of individuals in organizations and seeks to optimize its effectiveness. Luthans and Holmes (2011) focus on understanding, prediction and management of human behavior in organizations, while López *et al.* (2016) define it as gestural expressions that convey messages and emphasize communication between senders and receivers.

Chiavenato (2020) considers it to be the management and understanding of human behavior in social contexts. Pearce (2021) focuses on why human actions take place in organizations and how regulations, feelings and cultures influence them. Finally, Bauer and Erdogan (2021) define it as the structured study of how individuals and groups interact in institutional contexts. These perspectives provide various interpretations of organizational behavior.

The influence of several disciplines has been noted in the development of the organizational behavior field. Robbins (1998) highlights that psychology has played a key role in the understanding and modification of behavior dynamics in organizational contexts. Psychology focuses on investigating, evaluating, interpreting, and sometimes modifying behavior in human beings and animals. The first industrial and organizational psychologists focused on aspects such as fatigue and working conditions that affect efficiency at work. Muchinsky (2007) states that psychology has provided a detailed analysis of human thinking and behavior in the organizational context.

Meanwhile, according to Robbins (1998), the sociological approach has influenced the study of organizational behavior by analyzing social interactions in organizational contexts. Giddens (2000) defines sociology as the coherent analysis of human societies, highlighting their importance in modern-day organizations. In addition, social psychology, by combining psychology and sociology, focuses on power and dominance dynamics between individuals, helping understand group dynamics and decision-making mechanisms. At the same time, anthropology focuses on the social study of individuals and their actions, helping to understand cultural differences, while political scientists are essential for the study of organizational

<sup>1</sup> NAFTA is the English acronym of North American Free Trade Agreement.

behavior by analyzing how individuals and groups behave in political contexts, including conflict and power distribution issues (Robbins, 1998).

The study of organizational behavior covers three dimensions: individual, group, and organization, which make up a growing structure. In the individual dimension, personal attributes such as age, gender and personality influence behavior at work. Four key terms are: cognition, personal choices, learning, and motivation. In the group dimension, team behavior goes beyond individual actions. In the organization dimension, multiple factors including tasks, regulations, training and culture influence results. Each dimension expands the understanding of organizational behavior.

Various academic works and studies have addressed organizational behavior and its importance in the business context. In her research, Herdoiza (2020) has confirmed a strong impact of organizational behavior on professional performance. This finding is aligned with the results of a study by Ormachea (2019), who states that there is a correlation between organizational behavior and individual productivity. In addition, Acurio (2022) claims that various models of organizational behavior can be noted in companies, with members who display democratic and participative behaviors, which makes it easier to implement changes that promote a better organizational performance.

Electromechanical sector and mining industry company DIMATIC lacks a comprehensive study on its organizational behavior, which may be very useful to identify aspects to be improved. With a total of 120 plant employees and 58 additional employees, the organization stands out for its capacity for teamwork, especially in the Engineering and Projects departments. These employees and leaders actively contribute to communication and collaboration, generating trust and new ideas, which in turn improves group performance. However, difficulties in collaboration and communication have also been noted, generating problems and losses for the company.

Conducting a study of this type can be beneficial for implementing actions to improve

the behavior of employees in the company under study and, therefore, can optimize their work performance. In addition, this research is supported by theoretical foundations, which makes it a useful guide for similar companies in the same economic sector. The purpose of this study was to identify aspects of organizational behavior in which improvements could be made to employees in order to reduce problems and costs. These improvements will have a positive impact on both the company and its environment, including customers and suppliers.

## METHOD

The methodological approach of this study was cross-sectional because data were collected within a certain period, and non-experimental, since the variables in the study were not subjected to manipulation (Hernández and Mendoza, 2018). In addition, this study adopted a descriptive focus, seeking to examine organizational behavior in the context of DIMATIC S.A.C. According to Hernández *et al.* (2014), a descriptive study begins with the purpose of addressing a reality or state as a whole. In this case, the description focused on the dimensions of variables related to organizational behavior

To conduct this study, a total of 58 employees from the company were selected, coming from departments such as Engineering, Projects, Finance, Mechanics, Warehouse, Planning, and Electrical. DIMATIC S.A.C. is a recognized organization in the manufacturing of electrical rooms and equipment, representing brands such as EATON and GE, with 25 years of experience in the field. Its clients include important companies such as Minera Chinalco Perú, Compañía Minera Antamina and Siemens Perú, among others. DIMATIC S.A.C. is considered a pioneer in the manufacturing of electrical rooms in Peru, and is a main taxpayer for the National Superintendency of Tax Administration (SUNAT by its Spanish initials), with an average annual turnover of USD 35 million.

All of the company's employees were included in this study. They were administered own-designed questionnaires carefully validated by expert judgment and submitted to reliability tests. The questionnaire consisted of a total of 33 items which focused on analyzing

three key dimensions of the variable: individual, group, and organization. The first dimension covers 12 items, while the second includes 11 items and the third covers 10 items.

**RESULTS**

The results provide a deep view into how organizational behavior and these dimensions become evident in the organizational context studied. These results do not only provide valuable data for the company being studied, but they also contribute to knowledge in the field of management. The information presented in Table 1 and Figure 1 illustrates that the evaluation of behavior of DIMATIC S.A.C. employees reflected a rating of “Good” according to 70.69% of the 58 survey respondents. It can be highlighted that the “Individual” dimension was rated highest, with 86.21% of responses in

the “Good” category. Meanwhile, the “Group” dimension was rated “Good” by 67.24% of respondents, followed by “Organizational structure”, rated “Good” by 58.62% of respondents.

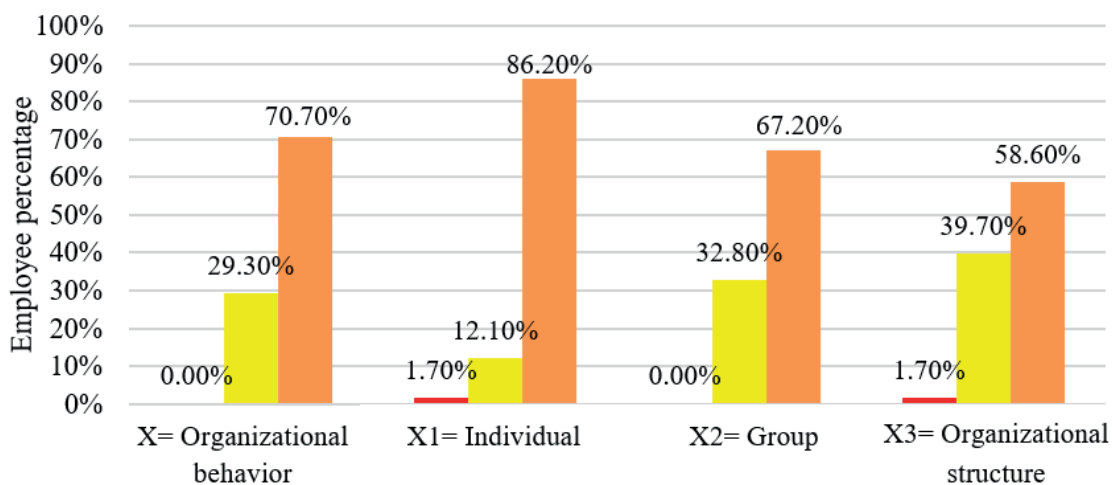
Table 2 reflects the participants’ responses in relation to various aspects of organizational behavior in the company within the “Individual” dimension. Most employees rated positively those statements related to the importance of ability, the importance of their work, their disposition to learn and undertake responsibilities, and their self-confidence in various situations. However, some weaknesses are noted in certain areas. For example, a significant percentage of participants (65.5%) stated that it is “Not very frequent” for them to feel uncomfortable or tense at work. In addition, in the statement regarding feeling direction and leadership at work, 27.6% considered this to be “Not very

**Table 1**  
*Organizational behavior and its dimensions*

	Poor		Fair		Good		Total	
	f	%	f	%	f	%	f	%
X = Organizational behavior	0	0.0%	17	29.3%	41	70.7%	58	100%
X1 = Individual	1	1.7%	7	12.1%	50	86.2%	58	100%
X2 = Group	0	0.0%	19	32.8%	39	67.2%	58	100%
X3 = Organizational structure	1	1.7%	23	39.7%	34	58.6%	58	100%

Note. Data collected from the application of the organizational behavior questionnaire to 58 employees from DIMATIC S.A.C., 2022.

**Figure 1**  
*Organizational behavior and its dimensions*



Note. Figure prepared according to Table 1 data.

**Table 2**

*Indicators of the “Individual” dimension of organizational behavior.*

	Not frequent		Not very frequent		Frequent		Total	
	f	%	f	%	f	%	f	%
X1-1 = Ability is an important contribution in organizational behavior.	0	0.0%	2	3.4%	56	96.6%	58	100%
X1-2 = My work is very important.	0	0.0%	5	8.6%	53	91.4%	58	100%
X1-3 = I am willing to learn and undertake responsibilities.	0	0.0%	4	6.9%	54	93.1%	58	100%
X1-4 = I recognized my own emotions easily.	0	0.0%	9	15.5%	49	84.5%	58	100%
X1.5 = I feel sure of myself in most situations.	0	0.0%	6	10.3%	52	89.6%	58	100%
X1-6 = It is important to develop within the company.	0	0.0%	3	5.2%	55	94.9%	58	100%
X1-7 = I often feel uncomfortable or tense at work.	16	27.6%	38	65.5%	4	6.8%	58	100%
X1-8 = I always deliver my work on time.	0	0.0%	7	12.0%	51	88.0%	58	100%
X1-9 = In sessions related to new training, I understand better thanks to what I already know.	0	0.0%	9	15.5%	49	84.5%	58	100%
X1-10 = I share my doubts and queries about problematic situations posed by the trainer with my colleagues.	1	1.7%	11	19.0%	46	79.3%	58	100%
X1-11 = I feel that there is direction and leadership at work to meet the company’s goals.	1	1.7%	16	27.6%	41	70.7%	58	100%
X1-12 = My colleagues become involved by training to face new challenges at work.	0	0.0%	22	37.9%	36	62.1%	58	100%

*Note.* Data collected from the application of the organizational behavior questionnaire to 58 employees from DIMATIC S.A.C., 2022.

frequent”, which may suggest a certain lack of clarity in how their management is perceived. It has also been noted that several employees (37.9%) consider it “Not very frequent” for their colleagues to undertake training to face new challenges. This may indicate a potential improvement opportunity in the promotion of training and professional development among the employees.

Table 3 shows aspects of concern in the organizational behavior within the “Group” dimension. The results indicated that 86.2% of respondents considered the promotion of teamwork to be frequent, but 13.8% consider it not very frequent. In addition, 24.1% of respondents do not have very frequent access to the information required, and 31.1% believe that decision-making considering the company’s reality does not happen very frequently. Regarding the policies by department heads, 46.5% of respondents find them ineffective. In addition, a lack of adequate monitoring in the follow-up of activities is noted, with 43.1% of respondents choosing the “Not very frequent” category. Idea clashes and confrontations due to lack of information are evidenced, with 39.9% of respondents choosing the “Frequent” category.

The results in Table 4 highlight aspects to address in organizational behavior, under the “Organizational structure” dimension. A strong influence of organizational values in communication is noted, with a high 89.7% of survey respondents stating that it is “Frequent”. However, 6.9% of respondents still perceive it as “Not very frequent”. The perception of a strong culture during institutional achievements is shared by 72.4%, but 25.9% consider it Not very frequent. However, 58.7% perceive a weak culture during institutional difficulties. Although 65.5% of respondents value the development of human potential, and 74.2% value the participative management style, 34.4% and 25.8% find it Not very frequent, respectively. Similarly, although 65.6% of respondents believe that the organization values continuous training, 34.5% consider it Not very frequent. Regarding changes in management, although noted by the majority, a significant proportion of respondents consider them Not very frequent. Finally, 77.6% of respondents understand the effects of these changes, but 20.7% consider them Not very frequent. Moreover, 75.9% of respondents accept the changes, but 24.2% perceive them to be Not very frequent.



**Table 3***Indicators of the "Group" dimension of organizational behavior.*

	Not frequent		Not very frequent		Frequent		Total	
	f	%	f	%	f	%	f	%
X2-1= The company leaders should promote teamwork.	0	0.0%	8	13.8%	50	86.2%	58	100%
X2-2= A good leader helps their team in difficult times.	0	0.0%	1	1.7%	57	98.3%	58	100%
X2-3= I have access to the necessary information to fulfill my duties.	0	0.0%	14	24.1%	44	75.8%	58	100%
X2-4= Information flows adequately in my office.	1	1.7%	10	17.2%	47	81.0%	58	100%
X2-5= Managers and heads take decisions according to the company's reality.	0	0.0%	18	31.1%	40	69.0%	58	100%
X2-6= Department heads create effective policies.	0	0.0%	27	46.5%	31	53.4%	58	100%
X2-7= There is adequate monitoring or follow-up during and after performing an activity or work.	0	0.0%	25	43.1%	33	56.9%	58	100%
X2-8= There are confrontations or idea clashes because there is no clear and accurate information.	1	1.7%	35	60.3%	22	37.9%	58	100%
X2-9= The conflicts in the company are mainly due to character and opinion differences between the organization members.	1	1.7%	39	67.3%	18	31.1%	58	100%
X2-10= To negotiate, the collaborative game style is used: win-win and win-lose are the options.	4	6.9%	37	63.8%	17	29.3%	58	100%
X2-11= The meetings arranged for the team members should be presented on time and after preparation.	0	0.0%	4	6.9%	54	93.1%	58	100%

*Note.* Data collected from the application of the organizational behavior questionnaire to 58 employees from DIMATIC S.A.C., 2022.

**Table 4***Indicators of the "Organizational structure" dimension of organizational behavior.*

	Not frequent		Not very frequent		Frequent		Total	
	f	%	f	%	f	%	F	%
X3-1= Organizational values (responsibility, transparency, honesty, respect, integrity, among others) influence communication in the department.	2	3.4%	4	6.9%	52	89.7%	58	100%
X3-2= The company has a strong culture, which becomes evident during institutional achievements.	1	1.7%	15	25.9%	42	72.4%	58	100%
X3-3= The company has a weak culture, which becomes evident during institutional difficulties.	12	20.7%	34	58.7%	12	20.6%	58	100%
X3-4= One of the organization's priorities is to develop human potential.	0	0.0%	20	34.4%	38	65.5%	58	100%
X3-5= The participative management style stimulates employee development.	0	0.0%	15	25.8%	43	74.2%	58	100%
X3-6= The organization considers employees' continuous training to be very important.	0	0.0%	20	34.5%	38	65.6%	58	100%
X3-7= Management makes changes or improvements in institutional management.	0	0.0%	23	39.7%	35	60.3%	58	100%
X3-8= Changes or improvements have been made to the company's processes.	0	0.0%	22	37.9%	36	62.1%	58	100%
X3-9= I understand the expected results of implementing a change in the company's processes.	1	1.7%	12	20.7%	45	77.6%	58	100%
X3-10= I am in favor of the changes the company implements.	0	0.0%	14	24.2%	44	75.9%	58	100%

*Note.* Data collected from the application of the organizational behavior questionnaire to 58 employees from DIMATIC S.A.C., 2022.

## DISCUSSION

The evaluation of organizational behavior in the company showed mostly encouraging results. A significant 70.59% of the employees rated the organizational behavior as "Good", suggesting a work environment with positive

practices and dynamics. This contrasts with the study by Bardalez (2019) conducted in the banking sector, where significant deficiencies were noted, with 64% of employees rating the organizational behavior as inappropriate. As regards DIMATIC S.A.C., even though it is mostly

considered “Good”, 29.3% of respondents consider it “Fair”, which requires analysis and identification of potential aspects to improve.

In the “Individual” dimension, most employees positively rated the statements related to the importance of skill, the relevance of their work, the disposition to learn and undertake responsibilities, and their self-confidence in various situations. However, various aspects were detected that constitute weakness in organizational behavior. 65.5% of employees report feeling rather uncomfortable or tense at work. This is related to the study by Chiang *et al.* (2018), who state that employees experience tensions and overall dissatisfaction when they feel that their jobs are not secure. This feeling of job insecurity can result in a reduction in their comprehension and motivation levels regarding security in the work environment.

Meanwhile, 27.6% of respondents perceive that the leadership and direction to meet the organization’s goals are not very frequent, which may indicate ambiguity in the communication of objectives and the need for an effective leadership style such as transformational leadership to reach goals (Meliala *et al.*, 2023). In addition, 37.9% believe that the participation of their colleagues in training sessions to face new challenges is not very frequent, while indicating the opportunity to promote continuous training and adaptation to change in the company’s context in order to enhance organizational performance and to strengthen relationships between employees (Abdullahi *et al.*, 2020; Kowal *et al.*, 2019; Khalfan *et al.*, 2022; Sarfraz *et al.*, 2022).

In the “Group” dimension, the lack of active promotion of groupwork by leaders became apparent, as it occurs somewhat frequently according to 13.8% of survey respondents. In such regard, Sepúlveda *et al.* (2022) state that the organization’s behavior favors direction functions so that it becomes effective by means of cohesion and teamwork spirit. On the other hand, as part of the same dimension, it is perceived that the company is facing challenges related to the limited access to essential information (24.1% rated it not very frequent), decisions that do not consider the company’s reality (31.1% rated it not very frequent), deficient

policies created by department heads (46.5% rated it not very frequent), lack of adequate follow-up to activities (43.1% rated it not very frequent), and conflicts due to lack of information (39.9% rated it frequent).

Communication and information management in companies are fundamental for participative environments and for the enhancement of decision-making mechanisms (De Clercq and Belausteguigoitia, 2020; Sarfraz *et al.*, 2022). Effective communication can improve performance management, the application of organizational policies and follow-up to activities, aligning the employees’ purpose to the organizational purpose (Azizi *et al.*, 2021a; Khan *et al.*, 2020; Jahanzeb, 2020; Siddique *et al.*, 2022). In general, it is essential to address aspects such as the promotion of teamwork, management of information mechanisms, conflict management, and decision-making to improve the organizational behavior.

The “Organizational structure” dimension stood out in relation to the perception of a strong organizational culture, which 25.9% of survey respondents considered “Not very frequent” during institutional achievements. In contrast, the perception of a weak organizational culture became evident in 20.6% of survey respondents, who believe that it manifests itself “Frequently” during institutional difficulties, resulting in significant concern. This contrasts the analysis conducted by Mena (2019), referencing Bateman and Snell, who state that organizational culture, even though organizational culture can be classified as solid or weak based on several factors such as the organization characteristics, its achievements, its stability, motivations, commitment, among others, it argues that choosing between one culture or another will depend on the organization’s specific goals and needs, and on how these factors influence its growth. The importance of a solid culture in the organization is linked to the need for bridging the knowledge gap and strengthening the approach with the organizational objectives (Miao *et al.*, 2018). Evaluating organizational success requires advanced human resources systems that promote productivity and goal achievement (Azizi *et al.*, 2021b).

The results also point to aspects such as the limited development of human potential, the lack of participative management, and the low value of continuous training, all at “Not very frequent” levels. These limitations deserve special attention, as they concern crucial issues related to staff training and growth, which also involves the active participation of employees. Therefore, the importance of learning in the organizational context and the influence of social interaction on employee behavior within the organization are highlighted (Qiu and Dooley, 2022; Tufan and Wendt, 2020). This is because the organizations prioritizing organizational behavior should not only acquire external knowledge or experiences, but also ensure that the employees internalize these lessons (Althnayan *et al.*, 2022; Han *et al.*, 2019). In this context, employee training and development become important as they favor the assimilation and effective application of this knowledge in the work environment (Haass and Azizi, 2019; Singh and Singh, 2019).

Finally, within the results, it was also found that change perception and acceptance is also affected, with 20.7% considering it to be “not very frequent” to understand the results of the changes, and 24.2% being in favor of implemented changes “Not very frequently”. This highlights the importance of attending to the organization’s culture and to improve communication to increase the employees’ disposition to accepting change. In such regard, organizational behavior covers improvement and administration, and its influence on the productivity and the capacity of adaptation to change is vitally important (Azizi *et al.*, 2022; Davison *et al.*, 2022). Change management and acceptance within the organization are key elements related to the behavior of organizational citizenship (Sepúlveda *et al.*, 2022). This situation highlights the importance of continuing to communicate values, strengthening culture, promote practices such as the human potential and participative leadership, as well as improving the perception and acceptance of changes in the organization.

## CONCLUSIONS

The results have provided a deep view into how organizational behavior and its dimensions

manifest themselves in the organizational context investigated. The evaluation of organizational behavior in the company reveals, in general terms, an encouraging view, since 70.69% of the employees rated the organizational behavior as “Good”. This suggests that there are positive practices and dynamics in the organizational environment. This finding is a solid foundation for future development, since it shows that most employees experience a healthy work environment.

In the “Individual” dimension, even though 67.24% of respondents rated the organizational behavior as “Good”, several areas of concern were detected requiring specific attention. The critical aspects that emerged were stress management, clarity in management and training promotion. These areas constitute valuable opportunities to implement strategies aimed at enhancing the work environment and increasing organizational performance. Addressing these areas of concern may have a positive impact on the employees’ health and well-being.

In the “Group” dimension, even though 67.24% of respondents rated it as “Good”, the need has emerged to improve specific aspects of organizational behavior related to teamwork, access to information, decision-making, and conflict management. These are fundamental elements to foster a more collaborative and efficient environment within the organization. Identifying these areas provides a clear direction for future improvement strategies.

In the “Organizational structure” dimension, even though 58.62% rated it as “Good”, opportunities were identified to strengthen organizational culture, communicate values effectively and consolidate the perception of a solid culture. In addition, a suggestion was made to improve the coherence in the implementation of key practices such as human potential development, a participative management style, and the promotion of continuous training. Effectiveness and acceptance of change also emerged as key aspects requiring attention. Addressing these aspects may contribute significantly to the positive progress of the organization and the strengthening of its culture.

To summarize, these results offer a valuable roadmap for the development of organizational



behavior, highlighting the specific aspects in need of attention and action to foster a healthier work environment and a better organizational performance. Future research may focus on these specific aspects of organizational behavior to achieve a healthier work environment and a better organizational performance. These areas provide a solid foundation for the development of strategies and practices that address the concerns identified in this study.

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#### **Conflicts of interest**

The authors have no conflicts of interest to declare.

#### **Author contributions**

Daniel Mantilla Gonzales (lead author): research, methodology, writing (original draft, review, and editing).