

REVIEW ARTICLE

Organizational behavior, levels, and dimensions: multi-sector analysis in service companies in Manabí, Ecuador

Comportamiento organizacional, niveles y dimensiones: análisis multisectorial en empresas de servicios de Manabí, Ecuador

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Abstract Organizational behavior was a key field for understanding how individuals and groups interacted within companies, affecting organizational effectiveness. This article reviewed the levels and dimensions of organizational behavior in service companies in Manabí, Ecuador, with special attention to factors such as leadership, communication, quality of work life, and labor incentives. Through a multi-sectoral approach, it analyzed how these elements impacted work motivation and, consequently, business productivity and competitiveness. It was highlighted that a favorable organizational climate and effective management practices strengthened employee commitment and reduced labor turnover. The study reviewed theories that indicated that intrinsic motivation, recognition, and labor equity were essential for human development in the organizational environment. The research concluded that an adequate strategic management approach could significantly improve organizational performance, ensuring adaptation to market changes. Finally, guidelines were proposed to strengthen the relationship between organizational behavior and work motivation, emphasizing the importance of human resource practices focused on continuous development and the overall well-being of employees.

Keywords organizational behavior, job motivation, human talent management, organizational climate, business productivity.

Resumen El comportamiento organizacional es un campo clave para comprender cómo los individuos y grupos interactaban dentro de las empresas, afectando la eficacia organizacional. Este artículo revisó los niveles y dimensiones del comportamiento organizacional en empresas de servicios en Manabí, Ecuador, con especial atención a factores como el liderazgo, comunicación, calidad de vida laboral y los incentivos laborales. A través de un enfoque multisectorial, se analizó cómo estos elementos impactaban la motivación laboral y, en consecuencia, la productividad y competitividad empresarial. Se destacó que un clima organizacional favorable, combinado con prácticas de gestión efectivas, fortalecía el compromiso de los empleados y reducía la rotación laboral. El estudio revisó teorías que señalaron que factores como la motivación intrínseca, el reconocimiento y la equidad laboral eran esenciales para el desarrollo humano en el entorno organizacional. La investigación concluyó que una gestión estratégica adecuada podía mejorar significativamente el rendimiento organizacional, asegurando la adaptación a los cambios del mercado. Finalmente, se propusieron lineamientos para fortalecer la relación entre el comportamiento organizacional y la motivación laboral, destacando la importancia de prácticas de recursos humanos orientadas al desarrollo continuo y el bienestar integral de los empleados..

Palabras clave comportamiento organizacional, motivación laboral, gestión del talento humano, clima organizacional, productividad empresarial.

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Introduction

Companies are adopting changes according to market trends; however, not all implement new systems exclusively for human talent that motivate them to carry out the assigned activities because their work is not valued or compensated. This creates job dissatisfaction that minimizes the organization's productivity (Bohórquez et al., 2020).

In this environment, human resources are the knowledge, skills, behaviors, and attitudes that people possess in the organization; they play a significant role within it since they are responsible for transforming and managing other resources (Yáñez et al., 2018). In this regard, organizational effectiveness depends on achieving objectives, maintaining the internal system (people and human resources), and adapting to the external environment. Hence, human resources are important in the life of organizations (Chiavenato, 2019).

Organizations expect the results of their management to be reflected in their profitability. As Molina-Sabando et al. (2016) mention, the result of adequate organizational management will largely depend on how the motivation, creativity, productivity, and sense of belonging of the organization's members are used to achieve better use of human capital, which will generate competitive advantages that increase the company's profits.

In fact, these authors claim that the essential key to achieving business objectives comes from the different levels of analysis of organizational behavior, which allows for the establishment of appropriate strategies to improve the management of human resources, strengthen their abilities and skills, and increase their competencies. This positively influences productivity and, of course, the profitability of the organization.

It is essential to know how to manage organizational change, given that currently, organizations move in an increasingly complex and dynamic environment. Managers, together with the rest of the people, processes, and structures, are the main elements involved in said management, regardless of the type of change that is carried out and the way it is indicated in the organizations (Yáñez et al., 2018), which, it is possible to identify that organizational behavior plays an important role in business management. This field of study discovers people, groups, and structure's impact on organizational behavior and applies that knowledge to make organizations work more effectively (Suárez et al., 2020).

Organizations in their business environment face a globalized and competitive scenario. Society has increasingly demanded higher service standards, especially in recent years. Therefore, companies must have qualified, motivated, and

efficient human talent to provide a quality service and increase corporate competitiveness. In addition, changes in work environments affect people's behavior in the workplace, which is reflected in work motivation and organizational performance.

Talent in companies plays an important role in achieving objectives, where employees apply the experience, skills, and knowledge necessary to perform efficient work. Therefore, they require a unique management system encouraging and promoting work motivation to maintain job satisfaction and commitment. In this regard, Rolin (2020) states, "Motivation is the factor that supports the development of people's activities since it guides individual actions towards certain activities, related to their hierarchy of needs and what they want to achieve" (p. 31).

Therefore, it will be important to conduct frequent analyses of organizational behavior to improve the management and administration of the company. Based on this, maintain a high motivation for the collaborators, stimulating commitment and job satisfaction within the context directly influencing the organization's productivity. In this regard, Yáñez et al. (2018) maintain that "The human factor intervenes directly in organizational behavior, in the strengthening of organizational culture, and in the development of the dynamics of the organization" (p. 90).

Gómez-Murillo et al. (2020) indicate that "Organizational behavior becomes one of the main challenges for business administration because it makes it innovate its human resource management models that allow the effectiveness and efficiency of a company's work environment" (p. 979). That is, it allows the sound management of human resources, providing alternatives to structure a favorable workplace environment and meet organizational objectives.

For this reason, it is necessary to analyze the levels and dimensions of organizational behavior in service companies in Manabí, Ecuador, in order to identify how key factors such as leadership, communication, quality of work life, and work incentives influence employee motivation, productivity, and business competitiveness, proposing guidelines to strengthen human talent management and improve organizational performance.

Conceptual bases on organizational behavior. Characteristics

Organizational behavior investigates the impact that individuals and structures have on behavior within organizations in order to apply knowledge and efficiency in organizations.

On the one hand, it helps to understand the relationships between workers and also helps to understand the influence that the environment has on the company. It analyzes the structure of a business since workers have to be structurally coordinated to work as a team. On the other hand, it analyzes the technological factors that are part of the company (Campos et al., 2016).

The modern manager needs to create a healthy ethical environment for his or her employees, where they work productively and face little ambiguity about what constitutes right and wrong behavior. Likewise, for Robbins and Judge (2009), in an organizational world characterized by cutbacks, expectations of increased productivity, and stiff competition, it is not surprising that many employees feel pressured to cut corners, break the rules, and engage in other forms of questionable practices. Determining ethically correct behavior for managers and employees is especially difficult in a global economy, as different cultures have different perspectives on ethical issues.

The essence of organizational behavior is achieving effectiveness at work. Understanding how people behave in orga-

nizations and why they do what they do is critical to working and leading others effectively. Organizational behavior provides the knowledge and tools needed to be effective at any level of the organization (Griffin et al., 2020).

The result of good organizational behavior will depend on how human capital has been managed in the organization, how the members that form it are integrated, what their identification is, how their personal and professional growth is manifested, how motivation, creativity, productivity, identification, and belonging occur, to mention some of the elements that influence human behavior (Molina-Sabando et al., 2016).

For Robbins and Judge (2009), organizations that use networks allow people to communicate and work together, even when they are miles apart. A manager's job is different in a networked organization. Motivating and directing staff and making collaborative decisions online requires different techniques than those needed when individuals are physically present in the same facility. Managers need to develop new skills as more employees carry out their work connected to others through networks. Organizational behavior of-

Table 1. Organizational behavior concepts

Referencia	Concept
Pillihuaman (2019)	Organizational behavior analyzes the practice, compliance, function, occupation, and conduct of people (collaborators and bosses) within an organization. This analysis will allow us to determine how the work of collaborators and bosses contributes to or reduces the organization's effectiveness and productivity.
Chiavenna (2017)	Organizational behavior is a field of study that investigates the effect that individuals, groups, and structures have on organizational behavior. The aim is to apply this knowledge to improve organizational effectiveness.
Griffin et al. (2020)	Organizational behavior is the study of human behavior in organizational contexts, the interface between human behavior and the organization itself.
Robbins & Judge (2009)	Organizational behavior is the field of study that investigates the effect that individuals, groups, and structures have on organizational behavior. The goal is to apply this knowledge to improve organizational effectiveness.
Teran et al. (2017)	Organizational behavior is one of the most important areas of study for achieving effectiveness through combining efforts between individuals, groups, and structures.
Escobar & Pintos (2016)	Organizational behavior is a field of study that investigates the impact of individuals, groups, and structures on organizational behavior. The goal is to apply the knowledge gained to improve an organization's effectiveness.
Molina-Sabando et al. (2016)	Organizational behavior can be defined as the conduct or actions of individuals, groups, or structures that affect the efficiency and effectiveness of institutions.
Fields et al. (2016)	Organizational behavior is important because it is a process based on the study of the individual as a vital part of a structure. The individual's behavioral state will transcend the organization's production. Therefore, knowing it through organized methods will be effective for the company, as will its possibilities concerning the quality of life at work, how teams function, the common sense of time, and the processes of planned change.

fers valuable insights to help them hone these capabilities. A conceptual matrix of different authors is presented with an emphasis on organizational behavior.

According to the authors' criteria, organizational behavior studies the conduct of individuals and the organization itself. Behavior is mutual between the individual and the company, and the result of this relationship determines the way of acting and proceeding of the individual who works in the organization. It is also linked to the effectiveness and productivity of the company.

According to Chiavenato (2009), organizational behavior has several key characteristics. First, behavioral management is an applied scientific discipline focusing on practical issues to help individuals and organizations achieve higher performance levels. Its application ensures employee satisfaction while enhancing an organization's competitiveness, sustainability, and overall success. Additionally, behavioral management is contingency-based, meaning it identifies and manages different organizational situations to maximize benefits. This approach acknowledges that there is no best way to manage people and organizations, as everything depends on specific circumstances.

Organizational behavior also relies on scientific methods, formulating hypotheses and generalizations about organizational behavior dynamics and testing them empirically. It is based on systematic research, following the principles of the scientific method. Furthermore, it is essential for managing people within organizations, as organizations are dynamic and social entities composed of individuals. The primary goal of organizational behavior is to improve mutual understanding between people and organizations, making it a crucial tool for managers and professionals seeking success in their careers.

Moreover, organizational behavior benefits from contributions from multiple behavioral sciences. Political science provides insights into power, conflict, and organizational politics, while anthropology examines organizational culture, values, and attitudes. Psychology contributes concepts related to individual differences, personality, perception, motivation, and learning. Social psychology focuses on group dynamics, and organizational sociology explores status, prestige, power, conflict, and theories related to organizational structures and dynamics.

Lastly, organizational behavior is closely connected to various fields, such as organizational theory, development, and human resource management. Unlike these disciplines, organizational behavior primarily takes a microanalytical approach, using behavioral science theories to examine individual and group behavior within organizations. Ultimately, organizational behavior can be defined as the study of understanding, predicting, and managing human behavior in the

workplace.

Levels and dimensions of organizational behavior

According to Chiavenato (2009), the study of organizational behavior uses an approach divided into four hierarchical levels. These levels are based on the heterogeneous, macro, intermediate, and micro perspectives. The heterogeneous perspective deals with the external and circulating environment of the organizational system in its interactions and reciprocity.

The macro perspective, on the other hand, deals with the behavior of the organizational system as a whole. It is based on the organization's structure and culture and how it functions in communicating, leading, making decisions, dealing with stress and conflict, negotiating, types of power and politics, and coordinating work activities. The intermediate perspective deals with the behavior of groups and teams in the organization.

It focuses on the behavior of people working in groups or teams, considering empowerment in decision-making and group and intergroup dynamics. The micro perspective analyzes the behavior of the individual working alone in the organization, focusing on individual differences, personality and attribution, motivation, and job satisfaction.

For Chiavenato (2009), organizational behavior has four basic variables: the environmental level, the organizational system level, the group level, and the individual level. The latter is where the characteristics of the people who work in the organization are derived, such as personality, personal history, level of education, skills, values, and attitudes, without leaving aside aspects such as perception, individual decision-making, learning, and motivation. On the other hand, the variables at the group level are those that are observed in the group's behavior, that is when the person works in groups. Variables at the organizational system level are in the organization as a whole. It focuses on the entire system, such as organizational design, culture, and work processes. Variables at the environmental level are located in the environment surrounding the organization, influencing its dynamics and basic characteristics. As the environment changes and transforms, the organization must adapt and adjust to survive.

For Griffin et al. (2020), behavior relates to all areas of the organization. However, it is especially relevant to human resource management. Human resource management (HRM) is the set of organizational activities aimed at attracting, de-

veloping, and maintaining an effective workforce. In particular, HR managers select new employees, develop reward and incentive systems to motivate and retain them and create training and development programs. How do they determine which employees to hire? How do they know which rewards will be more motivating than others? The answers to these and other questions arise from organizational behavior. For example, personality traits are frequently used to make selection decisions. Likewise, motivation theories help managers understand how to reward and retain employees effectively.

This study's dimensions and indicators of organizational behavior are based on seven factors: working conditions, quality of work life, organizational communication, organizational policy, interpersonal relationships, work environment, and work incentives.

According to Henao (2012), working conditions are inherent to the work process and refer to the factors that act on the individual in a working relationship, determining his activity and causing a series of consequences, both for the individual and the company. For his part, Chiavenato (2019) says that environmental conditions of work refer to the physical circumstances surrounding the employee as the occupant of a position in the organization. That is, to the physical environment of the employee while performing his function.

For Chiavenato (2009), quality of life at work is a set of actions of a company that includes the diagnosis and implementation of administrative, technological, and structural improvements and innovations inside and outside the work environment, which seek to promote full conditions of human development for and during the performance of work. Similarly, Gómez-Cabrera & Aguilar-Salazar (2018) argue that the concept of quality of work life is multidimensional and closely related to the variables that will allow success in achieving organizational objectives and goals such as job satisfaction, motivation, a good organizational climate, and satisfactory job performance of employees.

According to Montoya (2018), organizational communication is understood as a set of techniques and activities aimed at facilitating and streamlining the flow of messages between members of the organization or between the organization and its environment or influencing the opinions, activities, and behaviors of the organization's internal and external publics, all with the aim of the latter meeting its objectives better and faster. For his part, Chiavenato (2009) states that organizational communication is the process by which entities exchange information and establish a common understanding.

According to Chiavenato (2019), human resource policies refer to how organizations wish to treat their members to

achieve organizational objectives by providing conditions for achieving individual objectives. On the other hand, Robbins and Judge (2009) define the political behavior of organizations as those activities that are not part of an individual's role but that influence or try to influence the distribution of advantages and disadvantages within the company.

For Martínez (2017), interpersonal relationships are those relationships that are established between at least two people and are an essential part of life in society and in the areas that society determines, such as the workplace. Similarly, Paredes (2017) maintains that interpersonal relationships are essential to achieving organizational goals or achievements since, through collaborators' social contact, they will be able to satisfy some needs to achieve the stated objectives.

According to Chiavenato (2009), the work environment is where the organization creates its niche of operations and establishes its dominance. Therefore, the work environment offers resources, means, and opportunities. Likewise, Hernández-Santiago (2020) mentions that a favorable work environment encourages productivity since it achieves a sense of comfort and satisfaction on the part of the employee, which benefits the company's growth. In this sense, Cardona and Trejos (2020) affirm that the work environment reflects the employees' perceptions of the organization, and this influences the degree of motivation or work disposition of the workers, which allows them to feel satisfied in their workplace.

Regarding the dimension of work incentives, Chiavenato (2009) states that they are the payments made by the organization to its participants (salaries, wages, prizes, social benefits, growth opportunities, job security, open supervision, recognition, etc.). Each incentive has a subjective convenience value in exchange for contributions since it varies from individual to individual: what is useful to one may not be helpful to another. In this regard, Aguilar and Ortiz (2016) maintain that work incentives are stimuli that the company provides to workers to raise production and performance. With incentives, staff feel motivated and committed to their work, which allows staff to be retained and new employees to be attracted.

Studies carried out in companies and organizations on organizational behavior

Previous studies conducted in companies and organizations raise the importance of analyzing organizational behavior and its relationship in the various dimensions derived from the study variable. Such is the case of Human (2018) in the construction company CMP Contratistas Generales ERRL in the city of Lima; a study was carried out to determine the relationship between organizational behavior and

productivity of the collaborators of the construction company CMP Contratistas Generales ERRL.

Their research was based on a quantitative approach, descriptive and correlational, with a non-experimental cross-sectional design; the sample consisted of 45 collaborators of the company, where a structured questionnaire was applied in which it was determined that 55.6% of the collaborators showed a high level regarding the organizational behavior that is developed in the company. In contrast, 44.4% show a medium level regarding organizational behavior.

Regarding the levels of the dimension people in the organizations of the company's collaborators, 62.2% of the collaborators show a high level regarding the contribution of people in the organization, and 37.8% show a medium level regarding the contribution of people in the organization. Regarding the levels of the dimension groups in the organizations of the company's collaborators, 64.4% showed a high level, while 35.6% showed a medium level regarding the groups in the organization.

Yerovi (2020), in the company ECUACERÁMICA in the city of Riobamba, a study was carried out to analyze the behavior of employees and workers of the company ECUACERÁMICA. This research used a mixed, descriptive, exploratory, and field approach; the sample consisted of 218 collaborators, and a structured questionnaire was applied in which it was determined that 89.45% of the collaborators stated that they agreed with the physical distribution of the work area, while 10.55% disagreed. Regarding the physical environment where I work is comfortable, 78.90% of the collaborators indicated that they agreed, and 21.10% stated that they disagreed.

In Ecuador, organizations are exposed to these organizational changes generated by the environment surrounding them. As mentioned by Gómez-Murillo et al. (2020), both the public and private sectors of the Ecuadorian State are vulnerable to the constant changes that appear in different areas, such as the social, political, cultural, and economic spheres, all this due to the recognized globalization, which makes these entities adapt to these needs. Therefore, their function must always be directed to provide efficient and effective services, which is added to the situation caused by COVID-19, in which companies have had to redefine their development strategies.

Therefore, human talent management, considering these changes, is the first resource for the company to adapt best to the needs demanded by the environment; therefore, it is essential to maintain constant motivation and create an adequate work environment that allows the effective development of activities.

In this sense, Ecuador has a very demanding level of com-

petitiveness within the professional market that directly impacts collaborators' performance. It is also important to highlight that many national institutions consider economic recognition for service provision as the first work motivator, which is erroneous. In this new era, the managers of several successful organizations in the country affirm that praise, recognition, or gratitude are extremely important resources for the staff of each company. The same directors are with their collaborators to recognize and give value to the work they perform, and it is also important to tune in their good and bad days. It is considered that the current motivation within the country is not fully used and is only exposed and applied in multinational companies (Cunalata & Morales, 2019).

In the province of Manabí, organizations are very competitive in the market. However, small companies still have difficulties establishing and maintaining a good motivation system for their employees and an adequate work environment, especially during a pandemic. Therefore, the manager responsible for human talent must establish better alternatives that motivate staff.

According to Bermúdez (2017), in small private companies in the province of Manabí, the applications of administrative methods of human talent based on empirical criteria still persist, where the emotional factor of workers is not considered an important part of their job satisfaction and consequent performance in their daily tasks, which undoubtedly affects the achievement of the objectives of the aforementioned organizations.

This situation is evident in the company JC Servicios located in the city of Portoviejo, where there are difficulties in maintaining constant motivation in its collaborators, in stimulating commitment, the lack of continuous recognition, and job dissatisfaction, among others, which influences the behavior of the collaborators, which leads to obstacles to achieve the objectives of the organization. The problem presented above arises with the need to analyze organizational behavior and its relationship with the work motivation of the company's human talent and look for possible alternatives for continuous improvement so that JC Servicios increases the work motivation of the human talent and improves its results.

The organizational behavior of the company JC Servicios is of utmost importance, through which the desired objectives and new alternatives will be achieved that would improve, in a certain case, work motivation efficiency and effectiveness without leaving quality aside. It is expected that with the research results, JC Servicios can improve the attitude of the human talent that works within it and consequently obtain excellent job satisfaction. It is also expected to help the current administration of the company to improve its motivational practices and the technical granting of staff com-

pensation.

Pillihuaman (2019), in his research "Organizational behavior in the labor productivity of the collaborators of the company GYG PROMAX SAC, in Pucallpa, year 2019", the objective to determine the influence of organizational behavior on the labor productivity of the company GYG PROMAX SAC. The research used a quantitative approach with a hypothetical-deductive method. The study used a sample of 150 collaborators to whom a structured questionnaire with a Likert scale was applied.

According to its results, 50.7% of the employees surveyed stated that they always take into account organizational behavior in the company GYG Promax SAC, and 51.1% indicated that they always take into account their productivity. Finally, it points out that there is a moderate positive correlation of 0.488, in which they conclude that there is an influence between the variants of organizational behavior on the labor productivity of the collaborators of the company GYG PROMAX SAC, in Pucallpa, in 2019.

Salas and Salazar (2018), in their research "Motivation and job performance of the employees of the company Quimicos Limpieza y Servicios Mas Plus EIRL Pimentel 2016," determine the relationship between motivation and job performance of the employees of the company Quimicos Limpieza y Servicios Mas Plus EIRL. This research was of a descriptive correlational type. A structured questionnaire with a Likert scale with 19 premises was used, with a sample of 12 employees. The study results conclude that there is a medium level of motivation in the company since it is affected by external factors and, in the same way, a medium level of job performance, which is why they do not receive training to increase their skills. Finally, they determined a relationship between motivation and job performance of the company Mas Plus EIRL employees since a Spearman correlation coefficient of 0.873 was obtained, which indicates that the greater the motivation, the higher the performance of the employees.

Arbulú (2017), in his research "Motivation and organizational climate of the service company Deco Blinds EIRL Lima, 2017," being his objective to establish the relationship that exists between motivation and organizational climate in the service company Deco Blinds EIRL Lima 2017. This research used the hypothetical deductive method with a non-experimental design; the sample consisted of 150 collaborators and a structured questionnaire was applied. The results showed that 60.7% presented a lousy level of motivation, and 65.3% of the collaborators rated the organizational climate as regular. The research concluded that the variable presented a correlation of 0.835%; the relationship type is moderate and direct.

Jalca-Jalca et al. (2020) studied the behavior of the orga-

nizational climate of the Manabí cleaning services company ALL CLEAN ASOSERALLCLEAN in their research. The research used the analysis and synthesis method. The study applied observation, interviews, surveys, workshops, and meetings as research techniques, with a sample of 9 collaborators. According to their results, 96% of employees stated that the environmental conditions where they carry out their activities are always favorable.

For their part, 44% of employees indicate that interaction concerning the organizational structure is always favorable. In this sense, 47% of employees state that they always receive communication and information from management, 44% of employees state that workers are consistently recognized based on performance evaluations, 53% of employees indicate that salaries and employee recognition are always fair, 100% of employees state that they are always treated appropriately, 61% of employees state that there is always cordial and respectful treatment within the scope of interpersonal and work relationships. However, 50% of employees indicate that the company is always making changes and innovating processes and equipment, and 78% state that the company is always creative and has initiatives.

Castillo (2019), in his research "Study of Organizational Behavior in the company Equipos Agroindustriales SA in the city of Manta" being his objective to study the organizational behavior for the improvement of the work performance of the company Equipos Agroindustriales SA research was of a bibliographic and field-type, the sample consisted of 16 workers to whom a structured questionnaire was applied. Descriptive, deductive, inductive, and expert methodologies were used. The results obtained from the study showed that work motivation is met at a regular level of 61.3% and job satisfaction at a high level of 86.3%. Regarding teamwork, compliance is of a regular standard of 71.3%. 92.6% of respondents state good leadership management within the company, followed by the communication variable with 71.3%. Finally, the organizational culture is equivalent to 96.3%, proving a high degree of compliance.

Sánchez (2019) conducted a study to evaluate organizational behavior variables at the individual level in the mass product commissary CLEYMER. This research is of a bibliographic, descriptive and field type, the sample consisted of 25 collaborators, where a structured survey was applied. The results showed that the working conditions, leadership, and communication were the best scores, with 88, 85, and 84%, respectively, with a high level. In contrast, the lowest scores were motivation, with 80%, and training, with 78%, with a medium-high level. The research concludes that all the variables evaluated reach a satisfactory standard.

Briones and Cedeño (2018) conducted a study to analyze organizational behavior and its impact on the attitudes of hu-

man talent at the Faculty of Administrative Economic Sciences of the Technical University of Manabí. The research used a deductive-inductive, analytical-descriptive design, with a sample of 79 collaborators to whom a structured questionnaire was applied. The results obtained from the study demonstrated that attitudes significantly impact the achievement of objectives in the behavior of the institution's collaborators, the values that govern institutional work, job satisfaction, and interpersonal relationships in their work environment.

Banegas and Cardona (2017) conducted a study to determine the impact of the organizational climate on employee motivation at the Catholic University of Cuenca. The research is descriptive, cross-sectional, and correlational, and a structured questionnaire of 61 items was conducted with a sample of 793 employees. The study results showed that employees are satisfied with their work environment, which motivates and encourages them to continue their work. They also desire to develop their full potential because they feel comfortable and fulfilled with their work within the institution.

Organizational behavior has established itself as an essential discipline for understanding the internal dynamics of companies, particularly in the service sector. According to Chiavenato (2009), organizational behavior studies how individuals interact, influencing corporate effectiveness and results. In this context, work motivation, leadership, communication, and human talent management are crucial for business competitiveness.

Robbins and Judge (2009) emphasize that motivation is an internal process that drives employees to achieve organizational goals through sustained efforts. Recognition, job equity, and incentives are central to this process. A positive work environment, characterized by effective communication and appropriate management practices, strengthens employee satisfaction and commitment, reducing turnover and improving productivity.

Likewise, Chiavenato (2009) argues that transformational leadership, capable of inspiring and guiding employees toward achieving common goals, is essential to creating a favorable organizational climate. This type of leadership promotes a culture of cooperation, trust, and continuous professional development. The quality of work life is also highlighted as a critical component since its optimization generates more satisfied employees committed to the company.

Human talent management is particularly relevant to service companies in Manabí, Ecuador, due to the sector's dynamic and competitive nature. Applying the aforementioned theoretical models, strategic management focused on intrinsic motivation, professional development, and the promotion of labor equity can generate sustainable results at both the organizational and individual levels.

Conclusions

Organizational behavior directly influences business productivity and competitiveness. Factors such as effective leadership, internal communication, and strategic management of human talent generate a more favorable work environment and improve organizational performance. Employee motivation is a key driver of employee performance. Equity, recognition, and work incentives promote employee engagement and satisfaction, reducing turnover and strengthening organizational stability. Human talent management should focus on employees' comprehensive development through continuous training policies, internal promotion, and workplace well-being. This allows companies to better adapt to market changes and maintain a sustainable competitive advantage. A positive organizational climate, characterized by trust, cooperation, and transparency, significantly improves individual and group performance. Companies prioritizing this aspect achieve more committed, efficient teams focused on achieving common goals.

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Conflicts of interest

The authors declare that they have no conflicts of interest.

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Conceptualization: Esquivel, R., Ávila, L. R., Barreiro, X. G., & Villacís, P. A. **Data curation:** Esquivel, R., Ávila, L. R., Barreiro, X. G., & Villacís, P. A. **Formal analysis:** Esquivel, R., Ávila, L. R., Barreiro, X. G., & Villacís, P. A. **Research:** Esquivel, R., Ávila, L. R., Barreiro, X. G., & Villacís, P. A. **Methodology:** Esquivel, R., Ávila, L. R., Barreiro, X. G., & Villacís, P. A. **Supervision:** Esquivel, R., Ávila, L. R., Barreiro, X. G., & Villacís, P. A. **Validation:** Esquivel, R., Ávila, L. R., Barreiro, X. G., & Villacís, P. A. **Visualization:** Esquivel, R., Ávila, L. R., Barreiro, X. G., & Villacís, P. A. **Writing the original draft:** Esquivel, R., Ávila, L. R., Barreiro, X. G., & Villacís, P. A. **Writing, review and editing:** Esquivel, R., Ávila, L. R., Barreiro, X. G., & Villacís, P. A.

Data availability statement

The datasets used and/or analyzed during the current study are available from the corresponding author on reasonable request.

Statement on the use of AI

The authors acknowledge the use of generative AI and AI-assisted technologies to improve the readability and clarity of the article.

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