



# ADMINISTRAÇÃO:

Gestão, empreendedorismo e marketing

Elói Martins Senhoras  
(Organizador)

3



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## APRESENTAÇÃO

A evolução do pensamento administrativo tem sido construída com base em contribuições que se estabeleceram, tanto, no contexto empírico do dia-a-dia das organizações, quanto, na construção epistemológica dos estudos acadêmicos, consolidando assim uma série de conceitos, modelos e teorias para a aplicação na gestão pública e privada.

A trajetória histórica de construção do pensamento administrativo apresenta a emergência de novos paradigmas e áreas temática, uma vez que a incremental e combinada evolução empírica e teórica propicia a consolidação de um campo absorvente e altamente hibridizado por forças de curta e longa duração, entre tradicionalismos e novidades.

Tomando como referência a plasticidade da evolução do pensamento administrativo, o presente livro tem o objetivo de apresentar uma coletânea de estudos fundamentadas em três grandes eixos de discussão temática, relacionados respectivamente à gestão, empreendedorismo e marketing, permitindo assim compreender a crescente relevância que este tripé administrativo possui no âmbito organizacional.

A complexidade existente no mundo material e do mundo das ideias é captada neste livro a partir vinte e quatro capítulos que compartilham a preocupação de apresentar os respectivos debates e análises temáticas dentro de um explícito rigor científico, sem perder a contextualização de um implícito ecletismo teórico-metodológico presente na obra como um todo.

Caracterizado por uma natureza exploratória, descritiva e explicativa quanto aos fins e por uma abordagem qualitativa quanto aos meios, este livro foi organizado com base em diferentes recortes teórico-metodológicos e por meio de um trabalho colaborativo entre pesquisadores brasileiros e estrangeiros comprometidos com o campo científico da Administração.

Ao combinar análise e reflexão, teoria e empiria, os vinte e quatro capítulos do presente livro apresentam análises, reflexões e discussões que transversalmente abordam temas e estudos de caso que são reflexivos ao entendimento do que é o estado da arte do campo administrativo em sua materialidade no mundo real e na dimensão das ideias no século XXI.

A indicação deste livro é recomendada para um extenso número de leitores, uma vez que foi escrito por meio de uma linguagem fluída e de uma abordagem didática que valoriza o poder de comunicação e da transmissão de informações e conhecimentos, tanto para um público leigo não afeito a tecnicismos, quanto para um público especializado de acadêmicos interessados pelos estudos de administração.

Excelente leitura!

Elói Martins Senhoras



## SUMÁRIO

### **CAPÍTULO 1..... 1**

#### **A TRAJETÓRIA DA DÍVIDA PÚBLICA BRASILEIRA ANALISADA POR MEIO DO MÉTODO DE QUEBRAS ESTRUTURAIS**

Kleydson Jurandir Gonçalves Feio

Marina Delmondes de Carvalho Rossi

Cícero Pereira Leal

 <https://doi.org/10.22533/at.ed.5612216031>

### **CAPÍTULO 2..... 15**

#### **AÇÕES DA GESTÃO PÚBLICA NO ENFRENTAMENTO DOS AVANÇOS DA COVID-19 NO BRASIL**


Maria Alice Carvalho da Silva

Matheus Assunção Cardoso de Carvalho

Vanessa Souza Lima

Mara Águida Porfírio Moura

Kelsen Arcângelo Ferreira e Silva

 <https://doi.org/10.22533/at.ed.5612216032>

### **CAPÍTULO 3..... 27**

#### **APLICAÇÃO DE FERRAMENTAS DE GERENCIAMENTO DE PROJETOS NA GESTÃO DE CONTRATAÇÃO DE SERVIÇOS DE CONSULTORIA NO SERVIÇO PÚBLICO**

Thiago Davi Rosa

Lucas Guerreiro

 <https://doi.org/10.22533/at.ed.5612216033>

### **CAPÍTULO 4..... 45**


#### **GASTOS EM SAÚDE NA REGIÃO METROPOLITANA DE MARINGÁ: UM ESTUDO SOBRE A APLICAÇÃO E ÁREAS DE PRIORIDADES NO ORÇAMENTO PÚBLICO**

Roberto Rivelino Martins Ribeiro

Laís Tamires de Sá Custódio

Juliane Andressa Pavão

Kerla Mattiello

 <https://doi.org/10.22533/at.ed.5612216034>

### **CAPÍTULO 5..... 63**


#### **ESTUDO DO PROGRAMA DE SAÚDE NA ESCOLA NO PROCESSO DE PREVENÇÃO DE DOENÇAS**

Hortência Araújo Reis

Guilherme dos Santos Rocha

Mara Águida Porfírio Moura

Kelsen Arcângelo Ferreira e Silva

 <https://doi.org/10.22533/at.ed.5612216035>


<b>CAPÍTULO 6</b> .....	<b>80</b>
O PROCESSO HISTÓRICO DE FORMAÇÃO DA SOCIEDADE BRASILEIRA, A CULTURA ORGANIZACIONAL E O JOGO DA SEDUÇÃO	
Roseane Grossi Silva	
 <a href="https://doi.org/10.22533/at.ed.5612216036">https://doi.org/10.22533/at.ed.5612216036</a>	
<b>CAPÍTULO 7</b> .....	<b>95</b>
UM ESTUDO SOBRE A INFLUÊNCIA DAS MÍDIAS SOCIAIS NO COMPORTAMENTO DE COMPRA DO CONSUMIDOR NA GASTRONOMIA GOURMET	
Adriana Queiroz Silva	
Igor Antonio Slociak	
João Pedro Batistel	
 <a href="https://doi.org/10.22533/at.ed.5612216037">https://doi.org/10.22533/at.ed.5612216037</a>	
<b>CAPÍTULO 8</b> .....	<b>108</b>
A IMPORTÂNCIA DO DESENVOLVIMENTO DO EMPREENDEDORISMO SOCIAL PARA O BEM DA SOCIEDADE COMUM	
Matias Vinicius Araújo Santos	
 <a href="https://doi.org/10.22533/at.ed.5612216038">https://doi.org/10.22533/at.ed.5612216038</a>	
<b>CAPÍTULO 9</b> .....	<b>114</b>
TRANSFERENCIA DE TECNOLOGÍA Y CONOCIMIENTO EN EMPRENDIMIENTOS, COMO RESPUESTA A LOS IMPACTOS OCASIONADOS POR EL COVID 19	
Katherine Coronel Pangol	
Juan Carlos Aguirre Quezada	
Jonnathan Jiménez Yumbra	
 <a href="https://doi.org/10.22533/at.ed.5612216039">https://doi.org/10.22533/at.ed.5612216039</a>	
<b>CAPÍTULO 10</b> .....	<b>129</b>
VIABILIDADE ECONÔMICO-FINANCEIRA: GERAÇÃO DE ENERGIA FOTOVOLTAICA	
Paulo André Dias Jacome	
Pítias Teodoro Lacerda	
Letícia Santana Ferreira	
Alyson Santana e Silva	
 <a href="https://doi.org/10.22533/at.ed.56122160310">https://doi.org/10.22533/at.ed.56122160310</a>	
<b>CAPÍTULO 11</b> .....	<b>145</b>
ORGANIZATIONAL CLIMATE AND STRATEGIES: MIPYME OF THE METALWORKING SECTOR	
Araceli Nolasco Vásquez	
Alejandra Torres López	
 <a href="https://doi.org/10.22533/at.ed.56122160311">https://doi.org/10.22533/at.ed.56122160311</a>	
<b>CAPÍTULO 12</b> .....	<b>155</b>
PRÁTICAS DE ECOINOVAÇÃO: UM ESTUDO SOBRE AS DIMENSÕES ECO-ORGANIZACIONAIS, ECO-PROCESSOS E ECO-PRODUTOS NAS INDÚSTRIAS TÊXTIL	

## DO SUL BRASIL

Marcia Sierdovski

Marlete Beatriz Maçaneiro

Marcos Roberto Kuhl

 <https://doi.org/10.22533/at.ed.56122160312>

### **CAPÍTULO 13..... 172**

ELEMENTOS DO PILAR SOCIAL DA SUSTENTABILIDADE ORGANIZACIONAL:  
UM ESTUDO SOBRE AS PRÁTICAS NAS 150 MELHORES EMPRESAS PARA SE  
TRABALHAR NO BRASIL

Marcia Sierdovski

Silvio Roberto Stéfani

Sandra Mara de Andrade

 <https://doi.org/10.22533/at.ed.56122160313>

### **CAPÍTULO 14..... 193**


AS EMPRESAS MAIS VERDES DO MUNDO: UMA ANÁLISE DAS EMPRESAS  
BRASILEIRAS LISTADAS NO RANKING GLOBAL 100 DA CORPORATE KNIGHTS

Helen Cristina Ribeiro Soares

Matheus Florêncio Fernandes

Mara Águida Porfirio Moura

Kelsen Arcângelo Ferreira e Silva

 <https://doi.org/10.22533/at.ed.56122160314>

### **CAPÍTULO 15..... 204**

ESTUDO SOBRE AS PRÁTICAS DE ENGENHARIA REVERSA POR MEIO DA ANÁLISE  
DAS ATIVIDADES PARA A GESTÃO ESTRATÉGICA DE CUSTOS DO AÇAÍ QUANDO  
ADOTADO O CUSTEIO BASEADO EM ATIVIDADES E TEMPO

José Luiz Nunes Fernandes

 <https://doi.org/10.22533/at.ed.56122160315>

### **CAPÍTULO 16..... 226**

CONTRIBUIÇÃO DO PROFISSIONAL DA CONTABILIDADE NA TOMADA DE DECISÕES  
ESTRATÉGICAS EM INDÚSTRIA MOVELEIRA

Mônica Stormowski

Adelino Pedro Wisniewski

Anderson Pinceta


Antonio Roberto Lausmann Ternes

Denise Felber Chaves

Janice Walter

Marcos Rogério Rodrigues

Nedisson Luis Gessi


 <https://doi.org/10.22533/at.ed.56122160316>

### **CAPÍTULO 17..... 239**

MENSURAÇÃO DO GRAU DE MATURIDADE NA GESTÃO DE PESSOAS NA INDÚSTRIA

## MOVELEIRA


Mônica Stormowski  
Luis Cláudio Eifert (In Memoriam)  
Alexandre Chapoval Neto  
Anderson Pinceta  
Antonio Roberto Lausmann Ternes  
Denise Felber Chaves  
Juliane Colpo  
Nedisson Luis Gessi

 <https://doi.org/10.22533/at.ed.56122160317>

## **CAPÍTULO 18.....253**

**FINANCIAMENTO ECONÔMICO. A CHAVE PARA O SUCESSO DAS INDÚSTRIAS DE PANIFICAÇÃO NA ZONA CENTRO-NORTE DE TLAXCALA, MÉXICO?**


Ximena Oróztico Cerón  
Jorge Luis Castañeda Gutierrez

 <https://doi.org/10.22533/at.ed.56122160318>

## **CAPÍTULO 19.....260**

**GESTÃO DE ESTOQUE: ANÁLISE DA GESTÃO DE ESTOQUES POR MEIO DA APLICAÇÃO DA CURVA ABC NA ATACADISTA COMERCIAL BIRIBA LTDA, NO MUNICÍPIO DE PATOS DE MINAS/MG**


Lusiane Batista dos Santos

 <https://doi.org/10.22533/at.ed.56122160319>

## **CAPÍTULO 20.....272**

**APLICAÇÃO DAS MATRIZES SWOT E BCG E DAS 5 FORÇAS DE PORTER EM UMA EMPRESA DO SEGMENTO DE ROUPAS**

Ariadne Guerra Souza  
Denny Gabriel Xavier Torres  
Mariana Paiva Brito  
Paloma dos Santos Alves Nunes  
Taliana Samara Cavalcante de Freitas  
Vanessa Nóbrega da Silva  
Amanda Paiva e Silva  
Bruno Pereira Diniz  
Isabella Thyfany Cavalcante Palmeira  
José Cordeiro do Nascimento Júnior  
José Leonardo Figueiroa Burgos  
Karla Isabelle Alves de Sousa


 <https://doi.org/10.22533/at.ed.56122160320>

## **CAPÍTULO 21.....288**

**VISÃO DOS FUNCIONÁRIOS SOBRE MOTIVAÇÃO ORGANIZACIONAL: UM ESTUDO DE CASO EM UMBANCO PRIVADO**

Isabella Rezende de Faria  
Evelyn de Souza Silva Leites

Thiago Rodrigues Moreira

 <https://doi.org/10.22533/at.ed.56122160321>

**CAPÍTULO 22.....302**

APLICABILIDADE DAS FERRAMENTAS DE GESTÃO EMPRESARIAL ESTRATÉGICA  
USADAS NOS EMPREENDIMENTOS DOS DISCENTES DO CURSO DE ADMINISTRAÇÃO

Ana Isabelle Gomes Lopes

Ellen Letícia Gonçalves Andrade


Mairilly Roana Araújo Dantas

Maria do Socorro Rufino de Sousa

Valeria Pereira de Meneses

Sara Acácio Evangelista

Gildeilson Silva Paulino


 <https://doi.org/10.22533/at.ed.56122160322>

**CAPÍTULO 23.....316**

PLANEJAMENTO DE MARKETING DIGITAL NA EDITORA UFSM: UM ESTUDO DE CASO

Gustavo de Souza Carvalho


Daniel Arruda Coronel

 <https://doi.org/10.22533/at.ed.56122160323>

**CAPÍTULO 24.....336**

ARRANJOS PRODUTIVOS LOCAIS E DIMENSÃO CULTURAL: UMA REVISÃO  
SISTEMÁTICA

Roseane Grossi Silva

 <https://doi.org/10.22533/at.ed.56122160324>

**SOBRE O ORGANIZADOR.....354**

**ÍNDICE REMISSIVO.....355**

## ORGANIZATIONAL CLIMATE AND STRATEGIES: MIPYME OF THE METALWORKING SECTOR

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**ABSTRACT.** This research aims to demonstrate the importance and analysis of the organizational climate in a mipyme rectifier in the municipality of Acatzingo de Hidalgo, Puebla. In which the problem of ignorance of the organizational climate and its evaluation was identified. The method used was quantitative and cross-sectional, through the design of an instrument applied to 10 subjects, corresponding to measuring the organizational climate, which consisted of 27 items. The results of the SWOT indicate that the MSME is taking advantage of its main strengths, but also that it is weak in that it does not have a strategic plan that allows it to contribute to its growth. It is observed that the current strategies are not taking advantage of their greatest opportunity, nor are they avoiding their greatest threat, which

is the increase in their competition and the nearby existence of other rectifiers. Regarding the organizational climate, the analysis showed that the Mipyme rectifier in general presents a favorable climate, this indicates that the workers perceive a positive environment in which they carry out their activities, it is worth mentioning that it did not reach its maximum score, that is, we find areas of opportunity in which it can be improved.

**KEYWORDS:** SWOT, Organizational climate, Strategic planning, Strategies, Mipyme.

### **CLIMA ORGANIZACIONAL Y ESTRATEGIAS: MIPYME DEL SECTOR METALMECÁNICO**

**RESUMEN** La presente investigación aspira a demostrar la importancia y el análisis del clima organizacional en una Mipyme rectificadora en el municipio de Acatzingo de Hidalgo, Puebla. En la cual se identificó la problemática del desconocimiento del clima organizacional y de su evaluación. El método utilizado fue de tipo cuantitativo y transversal, a través del diseño de un instrumento aplicado a 10 sujetos, correspondiente a medir el clima organizacional el cual constó de 27 ítems. Los resultados del FODA indican que la Mipyme está aprovechando adecuadamente sus principales fortalezas, pero también que es débil en cuanto a que no tiene un plan estratégico que le permita contribuir a su crecimiento. Se observa que las estrategias actuales no están aprovechando su mayor oportunidad, ni tampoco evitando su mayor amenaza que es el aumento de su competencia y la existencia cercana de otras rectificadoras. Con

respecto al clima organizacional, el análisis arroja que la Mipyme rectificadora en general presenta un clima favorable, esto indica que los trabajadores perciben un entorno positivo en el cual realizan sus actividades, sobresale mencionar que no alcanzó su máximo puntaje, es decir, nos encontramos con áreas de oportunidad en las cuales se puede mejorar.

**PALABRAS CLAVE:** FODA, Clima organizacional, Planeación estratégica, Estrategias, Mipyme.

## INTRODUCTION

Currently, companies, regardless of their size, must know and take into account human talent with the aim that it contributes to generating knowledge and useful information for those responsible for decision-making. The work experience of 18 years in different public and private companies and various sectors has proven that organizations with a healthy organizational climate have more satisfied workers and a greater sense of belonging to their workplace. On the contrary, when there is a poor work environment in an organization, there is no teamwork and there is no sense of belonging. When workers do not have an adequate organizational climate, it can be reflected in customer service, or often customer service turns out to be good, but it is the result of threats and/or punishments by the organization or institution. According to the above, the present investigation was carried out in a Mipyme rectifier located in the municipality of Acatzingo de Hidalgo Puebla, which was born in the year 2011. Since its creation, it has lacked any type of analysis, both internal and external, representing the opportunity to carry out a SWOT to learn about the current situation of MSMEs. As well as an evaluation of the organizational climate, raising the concern on the part of the owner to focus his attention on knowing how the workers perceive the work environment of the company.

The objective of this research is to analyze the current situation of the Mipyme and evaluate the organizational climate of the rectifier. The research problem is to know what is the perception of the organizational climate of the employees in a Mipyme of the Metalworking Sector. Having as statistical objective the collection, analysis and interpretation of the data to qualify the organizational climate in the Mipyme case study.

## DEVELOPING

The purpose of applying the SWOT tool is to identify and analyze the strengths and weaknesses of a public or private organization, as well as the opportunities and threats that they may have.

In the same way, it is very useful to diagnose the real and current situation in which the organization finds itself and a strategy can be projected in the future, as stated (Wheelen & Hunger, 2012).

The SWOT analysis should make it possible to identify the specific means and resources that a company has, and to identify the opportunities that the entity is not currently

able to take advantage of due to the absence of adequate resources.

According to (Peteraf & Strickland, 2012) the SWOT investigation provides the basis for creating a strategy that takes advantage of its best opportunities and protects it from threats to its well-being.

**Organizational climate.** As (Chiavenato, 2012) points out, the organizational climate integrates the internal environment of each organization. It is connected with the ethics and joy of workers and is healthy or unhealthy, in such a way that the term organizational climate can be replaced by work climate or organizational environment. Regardless of the terminology that organizations use, they must be very attentive to the positive or negative changes that can occur in the atmospheric climate, since in some companies the climate is warmer on certain occasions and colder on others.

**Strategic planning.** They are the administrative activities that come with gestation for the future. Among its most special activities are mentioned: the preparation of predictions, goal setting, strategy establishment, policy progress and goal resolution (Fred R, 2013).

The strategic planning process brings different benefits according to Chiavenato, (2017), to the organization that wishes to carry out this discipline, as follows:

1. Clear strategic vision.
2. Understand that the environment changes and becomes increasingly competitive.
3. Have long-term goals and objectives.
4. Take a holistic view.

**MSMEs.** Traditionally, MSMEs are defined as empirical organizations that are financed and directed by the owner that regularly cover the regional market, their staff of employees is made up of the same relatives of the owner or owner.

According to the Inter-American Development Bank (IDB, 2017), MSMEs represent 99% of economic entities in Latin America and the Caribbean, in addition to 67% of employment; according to the Organization for Economic Co-operation and Development (OECD).

## CONTEXTUAL FRAMEWORK

**The mechanical metal industry in México.** The metalworking sector is one of the most profitable and important procedures in any country, due to its ability to produce products that expand its size in technology, in its economy. By concept, the Metalworking industry works to take advantage of its products emanated in the metallurgical processes for the production of parts or final articles, such as equipment or artifacts. (Medrano, 2020) As stated by Pro México, in 2017, the metalworking industry created 2.3% of the national GDP, producing 78,000 million dollars and accumulated investments since 2014 of 5,059 million dollars.

Taking into account the figures of the AMIA (Mexican Association of the Automotive



Industry), our country was placed in 2018 as the sixth largest automobile producer in the world (including heavy vehicles) with 4.1 million vehicles produced, surpassing South Korea, Brazil, Spain and France. Today Mexico symbolizes a main productive capacity for the economy of the whole world, since, thanks to its work pattern, geographical location and hobby, today it supplies the United States and Canada, as well as the rest of the world, a large percentage of high-value annexed products.

Current situation. To determine the current situation of the Mipyme rectifier, the SWOT analysis was carried out, in an interview with the owner.

<b>STRENGTHS</b>	<b>OPPORTUNITIES</b>
1.- Adequate infrastructure and high technology machinery. 2.- Skilled labor. 3.- Adequate communication with clients. 4.- Prestige of the company. 5.- Guarantee in the rectification service. 6.- Accessible prices. 7.- Quality of service 8.- Favorable working conditions with adequate facilities. 9.- 10 years working in the market.	1.- Ideal geographical location as it is a traffic zone for all types of vehicles. 2.- Agreements with dealers of prestigious vehicle brands for the rectification service. 3.- Commercial agreements with grinding machine factories. 4.- Alliances with suppliers. 5.- Growth in the client portfolio. 6.- Alliances with companies in the sector. 7.- To be considered by educational institutions so that the students carry out internships, knowing that in the future they may be clients or workers. 8.- Agreements with public entities.
<b>WEAKNESSES</b>	<b>THREATS</b>
1.- Null strategic management 2.- Inventory control methods are deficient. 3.- Ignorance of utilities. 4.- Empirical administration and does not have a formal organizational structure. 5.- It has an accounting system but it is not permanently fed. 6.- Lack of financial resources to invest in projects. 7.- Insufficient machinery for overwork. 8.- Does not use the Internet as a business strategy.	1.- Nearby existence of other rectifiers. 2.- Increase in prices of raw materials. 3.- COVID-19 pandemic worldwide. 4.- Competing companies with low prices. 5.- Increased competition.

Table 1 SWOT analysis of the Mipyme case study.

<b>FACTOR</b>	<b>RELATIVE WEIGHT</b>	<b>QUALIFICATION</b>	<b>WEIGHTED WEIGHT</b>
<b>STRENGTHS</b>			
1.- Adequate infrastructure and high-tech machinery	0.08	4	0.32
2.- Qualified and motivated workforce	0.09	4	0.36
3.- Adequate communication with clients.	0.04	3	0.12
4.- Prestige of the company.	0.09	4	0.36
5.- Guarantee in the rectification service	0.08	4	0.32
6.- Accessible prices	0.03	3	0.09

7.- Quality of service	0.08	4	0.32
8.- Favorable working conditions with adequate facilities.	0.05	3	0.15
9.- 10 years working in the market.	0.03	3	0.09
<b>Weaknesses</b>			
1.- Null strategic management	0.08	1	0.08
2.- Inventory control methods are deficient	0.04	2	0.08
3.- Ignorance of utilities	0.03	2	0.06
4.- Empirical administration and does not have a formal organizational structure	0.08	1	0.08
5.- It has an accounting system but it is not permanently fed.	0.03	2	0.06
6.- Lack of financial resources to invest in projects.	0.08	1	0.08
7.- Insufficient machinery for overwork	0.06	1	0.06
8.- Does not use the Internet as a business strategy.	0.03	2	0.06
<b>TOTAL</b>	<b>1</b>		<b>2.69</b>

Table 2 Internal factor evaluation matrix (MEFI) of the Mipyme.

Regarding the Internal Factors Matrix, as can be seen in table 2, the weighted weight of the IFE matrix is 2.69, which is slightly higher than the average of 2.5 (Fred R, 2013). This indicates that the rectifying Mipyme is not weak but neither is it strong enough to contribute to its growth and position itself in the market, since its internal operation allows its operation, but not its growth.

It can be seen that MSMEs are taking adequate advantage of their main strengths, which, according to the weighted weight, are the prestige they have and the qualified and motivated workforce. But it is also observed in the table that it is weak in that it does not have strategic planning that allows it to contribute to its growth and effective decision-making.

FACTOR	RELATIVE WEIGHT	QUALIFICATION	WEIGHTED WEIGHT
<b>Opportunities</b>			
1.- Ideal geographical location as it is a traffic zone for all types of vehicles.	0.06	3	0.18
2.-Agreements with dealers of prestigious vehicle brands for the rectification service.	0.06	2	0.12

3.- Commercial agreements with grinding machine factories	0.06	2	0.12
4.- Alliances with suppliers.	0.09	2	0.18
5.- Growth in the client portfolio.	0.09	3	0.27
6.- Alliances with companies in the sector.	0.08	2	0.16
7.- To be considered by educational institutions so that the students carry out internships, knowing that in the future they may be clients or workers	0.04	1	0.04
8.- Agreements with public entities.	0.07	2	0.14
<b>Threats</b>			
1.- Nearby existence of other rectifiers	0.09	2	0.18
2.- Increase in prices of raw materials.	0.09	1	0.09
3.- COVID-19 pandemic worldwide	0.09	1	0.09
4.- Competing companies with low prices.	0.09	1	0.09
5.- Increased competition.	0.09	2	0.18
<b>TOTAL</b>	<b>1</b>		<b>1.84</b>

Table 3 Mipyme external factor evaluation matrix (MEFE)

The result for the External Factors Evaluation Matrix is 1.84, which is less than the total weighted weight of the IFE matrix, table 3 shows that the current strategies are not taking advantage of their greatest opportunity regarding the growth of the client portfolio, nor are they avoiding their greatest threat, which is the increase in their competition and the nearby existence of other rectifiers.

## METHODOLOGY

**Research design.** The research was descriptive in a Mipyme rectifier in the municipality of Acatzingo de Hidalgo, Puebla. It is applied transversally, since the data collection was carried out in a single instance.

**Population.** The present research study was carried out on a total of 10 Mipyme workers, due to the fact that the size of the population is very small, it was carried out through a census, taking the total of the universe of the study.

**Research instrument.** The questionnaire consists of 27 items grouped into dimensions or categories, aimed at measuring the variable work environment of the Mipyme rectifier. The dimensions to be evaluated with respect to the boss are: relationship and leadership; and in the field of work we have: Induction to the position, relationship with colleagues, conditions and recognition. For the answers, a Likert scale with 5 options is used: 5-Totally agree, 4-Agree, 3-Indifferent, 2-Disagree, 1-Totally disagree.

**Reliability and validation of the instrument.** Once the “Organizational Climate” instrument was designed, a pilot test of the organizational climate instrument was applied, through the Cronbach’s Alpha Coefficient, in order to test its reliability, they allowed the questionnaire to be adjusted, highlighting and emphasizing writing errors, and to return to the field in a second round of application of the instrument.

**Information processing and analysis.** Once the instrument to measure the organizational climate was designed and validated, its application proceeded. The instrument that was developed to evaluate the organizational climate in the Mipyme rectifier was answered by the 10 workers, briefly explaining the usefulness of said instrument, as well as the importance of answering honestly. Once applied, the information was emptied into the SPSS V28 statistical program for processing and analysis. The level of reliability obtained (.881) allows us to predict a high level of reliability in the evaluation of the organizational climate (table 4). Cronbach’s Alpha coefficient ranges between 0 and 1. The closer it is to 1, the more consistent the items will be with each other. (Sampieri, 2014).

Cronbach's alpha	Number of elements
.881	27

Table 4 Reliability Study.

As established by (Zegarra & Torres, 2015), a range of qualifications was established based on the score obtained in general, for this, a calculation was made of the scores obtained from each of the workers surveyed, to later determine an average of these scores in this way the level of organizational climate was obtained. As the instrument consisted of 27 items and 5 response levels, the following criteria were established: (Table 5).

Variable	QUANTITATIVE RATING	LEVEL
Organizational climate.	1-27	very low
	28-54	Under
	55-81	Medium
	82-108	Favorable
	109-135	High

Table 5 Level of organizational climate.

**Descriptive results.** In order to decide the degree or level of the organizational climate present in the Mipyme, the scores obtained globally from each of the 10 workers were determined, and then an average of those scores was obtained that would allow us to know the level of the variable. You can see in the following table the results obtained for organizational climate.

VARIABLE	QUANTITATIVE RATING	QUALITATIVE QUALIFICATION
Organizational climate.	86	Favorable

Table 6 Level of organizational climate.

The foregoing shows that in the Mipyme rectifier in the municipality of Acatzingo de Hidalgo Puebla, it generally presents a favorable organizational climate, since it obtained a quantitative rating of 86 (table 6), this indicates that the workers perceive a positive environment in their center of work. It is important to point out that, although the Mipyme obtained positive results, it did not reach the maximum rating, therefore, there are areas of opportunity to improve.

Next, the strategies that help generate alternatives for the solution of problems found in the metalworking sector are presented (table 7). As well as the areas of opportunity for MSMEs that have the objective of reaching their growth expectations (table 8).

<b>SO MAXI-MAXI</b> 1.- Increase income by increasing rectifications. 2.-Generate reliable financial information	<b>WO MINI-MAXI</b> 1.- Design a strategic plan 2.- Develop an organization manual 3.- Develop a manual of functions that define the position and responsibilities of the staff 4.- Acquire state-of-the-art machines
<b>ST MAXI-MINI</b> 1.- Maintain customer loyalty with Mipyme 2.- Deliver the work on time. 3.- Obtain new clients	<b>WT MINI-MINI</b> 1.- Disseminate the organization manual and the functions manual to the staff 2.- Improve results of the evaluation of the organizational climate

Table 7 Strategies for the metalworking sector.

STRATEGIES	OPPORTUNITY AREAS
1.- Increase income by increasing rectifications.	1.- Adequate administration, adoption of business technologies
2.- Generate reliable financial information	2.- With the achievement of optimal accounting, the mipyme will have extensive knowledge about salaries, investments, debts, client portfolio, expenses, purchases, etc.
3.- Maintain customer loyalty with Mipyme	3.- Establish a bond of trust with the client, will encourage them to repurchase and recommend the services of the mipyme
4.- Deliver the work on time	4.- Seek excellence in customer service.
5.- Obtain new clients	5.- Knowledge of the market and the competition.
6.- Design a strategic plan	6.- Carry out an excellent administration

7.- Develop an organization manual	7.- Carry out an excellent administration
8.- Develop a manual of functions that define the position and responsibilities of the staff	8.- Carry out an excellent administration
9.- Acquire state-of-the-art machines	9.- Accelerate the production process.
10.- Disseminate the organization manual and the functions manual to the staff	10.- Carry out an excellent administration
11.- Improve results of the evaluation of the organizational climate	11.- The communication of the collaborator with the boss, the suppliers, the clients, maintaining a good collaboration with co-workers.

Table 8: áreas of opportunity.

## CONTRIBUTIONS AND CONCLUSIONS

Once this research work has been completed, some points can be highlighted by way of conclusion in the following aspects: Diagnosis of the Organizational Climate and SWOT analysis since in the Mipyme case study no type of situational analysis had been previously carried out and give know the owner the current situation for a sustained decision making.

The SWOT analysis showed that the Mipyme has important strengths such as the recognition of its clients and the qualified and motivated workforce. But it is also concluded that it is weak in that it does not have a strategic plan that allows it to contribute to its growth. Likewise, it is observed that the current strategies are not taking advantage of their greatest opportunity regarding the growth of the client portfolio, nor are they avoiding their greatest threat, which is the increase in their competition and the nearby existence of other rectifiers.

Regarding the evaluation of the organizational climate, the Mipyme rectifier in general presents a favorable climate, this indicates that the workers perceive a positive environment in which they carry out their activities, it is worth mentioning that it did not reach its maximum score, that is, we find areas opportunity to improve and reach the highest level.

Important information is provided to MSMEs for decision-making regarding the organizational climate, benefiting them with:

- √ Periodically carry out a study of the work environment in the Mipyme to detect problems before they become serious.
- √ The beginning of an organizational change, looking for strategies that work for the needs of Mipymes to make positive changes.

Finally, it is pointed out that the objective of the research was achieved according to the results obtained since the current situation of the Mipyme was analyzed and the level of the organizational climate of its workers was evaluated.

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## ÍNDICE REMISSIVO

### A

Administração 1, 2, 7, 14, 16, 18, 22, 27, 29, 30, 39, 44, 50, 52, 61, 62, 80, 83, 92, 93, 94, 106, 111, 112, 129, 177, 190, 192, 222, 223, 225, 226, 228, 229, 237, 238, 239, 250, 251, 252, 254, 261, 262, 271, 286, 287, 289, 298, 299, 302, 303, 304, 306, 307, 308, 309, 310, 311, 312, 313, 331, 332, 333, 350, 352

Arranjos produtivos locais 7, 223, 334, 335, 338, 342, 343, 349, 350, 351

Atacado 260, 261, 263, 270

### B

Banco 6, 13, 14, 114, 115, 116, 117, 118, 120, 121, 126, 143, 154, 202, 230, 288, 295, 300, 352

Brasil 3, 5, 2, 3, 7, 9, 10, 12, 13, 14, 15, 16, 17, 18, 20, 21, 22, 23, 24, 25, 26, 27, 44, 45, 46, 47, 48, 49, 50, 52, 61, 62, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 77, 78, 79, 80, 81, 84, 85, 86, 87, 90, 91, 92, 93, 94, 95, 96, 110, 130, 131, 133, 144, 155, 156, 159, 161, 163, 164, 169, 170, 172, 173, 174, 177, 180, 181, 183, 187, 188, 190, 191, 192, 193, 196, 201, 202, 204, 205, 213, 221, 223, 224, 241, 286, 302, 303, 304, 305, 313, 325, 332, 337, 342, 347, 349, 350

### C

Cidadãos 46, 47, 50, 67

Cluster 128, 161, 167, 169, 334, 338, 347, 350, 351

Compra 4, 95, 96, 97, 98, 99, 100, 104, 105, 106, 107, 119, 261, 277, 279, 280, 305, 320, 330

Consultoria 3, 27, 29, 31, 34, 38, 43, 196, 197, 203, 337

Consumidor 4, 95, 96, 97, 99, 101, 102, 104, 105, 106, 107, 108, 131, 194, 196, 207, 212, 261, 278, 279, 282, 285, 317, 323, 325, 327, 328, 340

Contabilidade 5, 61, 62, 192, 203, 222, 223, 226, 227, 228, 229, 230, 232, 234, 235, 236, 237, 286, 350

Covid-19 3, 3, 13, 15, 16, 17, 20, 21, 22, 23, 24, 25, 26, 114, 117, 119, 120, 126, 127, 128, 148, 150, 281

Cultura 4, 18, 20, 68, 74, 80, 81, 82, 83, 84, 85, 87, 89, 90, 91, 92, 93, 94, 121, 176, 181, 186, 234, 275, 294, 312, 337, 344, 345, 349

Curva ABC 260, 262, 264, 265, 266, 267, 268, 269

Custeio baseado em atividades e tempo 5, 204, 205, 208, 213



## D

Demonstrações financeiras 228, 229

Desempenho 27, 34, 36, 37, 38, 41, 42, 43, 46, 75, 157, 159, 160, 164, 176, 179, 185, 191, 196, 198, 210, 225, 230, 234, 240, 241, 243, 244, 246, 248, 249, 250, 273, 275, 285, 286, 288, 289, 352

Desenvolvimento local 334, 335, 336, 338, 340, 341, 342, 343, 348, 349, 350, 351

Dimensão cultural 7, 334, 336, 340, 344, 345, 346, 347, 348, 349

Dívida líquida 1, 2, 7, 12, 13, 14

Dívida pública 3, 1, 2, 7, 12, 13, 14

## E

Empreendedor 97, 108, 109, 205, 206, 233, 245, 299, 310, 337

Empreendedorismo 1, 2, 4, 108, 111, 113, 202, 313, 344

Empresa 6, 88, 89, 90, 91, 92, 95, 96, 97, 98, 108, 112, 118, 120, 132, 137, 144, 158, 159, 165, 168, 172, 176, 178, 179, 183, 185, 186, 189, 190, 193, 194, 195, 196, 197, 198, 201, 202, 203, 205, 206, 207, 208, 209, 223, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 253, 257, 258, 260, 261, 262, 263, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 304, 305, 306, 307, 308, 309, 310, 311, 312, 316, 317, 318, 319, 320, 321, 322, 324, 325, 331, 338, 347, 349

Energia 4, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 142, 143, 155, 156, 157, 160, 165, 167, 169, 177, 201, 202, 203, 208, 217, 218, 220

Engenharia reversa 5, 204, 205, 206, 207, 212, 213, 221, 222, 223, 224, 225

Estoque 6, 233, 260, 261, 262, 263, 264, 270, 279, 280, 283

Estudo de caso 6, 7, 27, 29, 43, 74, 93, 222, 227, 228, 231, 232, 240, 242, 251, 260, 263, 287, 288, 297, 314, 322, 333, 351

## F

Faturamento 235, 318

Financiamento 6, 1, 2, 13, 14, 29, 48, 51, 52, 133, 138, 143, 253, 254, 255, 256, 257, 258, 294, 297, 338, 339

Forças de porter 6, 272, 273, 274, 284, 285, 287

Funcionários 6, 84, 161, 165, 169, 178, 179, 182, 189, 192, 246, 248, 258, 288, 289, 290, 293, 294, 295, 296, 297, 298, 300, 311

## G

Gastos 3, 1, 11, 45, 47, 52, 53, 55, 56, 57, 60, 61, 65, 100, 114, 121, 123, 125, 126, 137,

157, 201, 209, 211, 234

Gastronomia 4, 95, 97, 100, 101, 103, 104, 105, 106

Gestão 1, 2, 3, 5, 6, 7, 1, 15, 16, 17, 18, 21, 22, 23, 24, 25, 26, 27, 29, 31, 43, 44, 48, 52, 60, 61, 62, 71, 73, 74, 83, 84, 93, 106, 110, 111, 112, 113, 144, 155, 158, 159, 160, 162, 165, 169, 172, 173, 174, 175, 176, 177, 178, 179, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 195, 196, 197, 198, 202, 203, 204, 205, 206, 207, 208, 210, 211, 212, 213, 219, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 239, 240, 241, 242, 243, 245, 246, 248, 249, 250, 251, 252, 258, 260, 261, 262, 263, 270, 271, 274, 289, 297, 302, 304, 305, 306, 307, 309, 310, 311, 312, 325, 329, 331, 346, 347, 350, 352

Global 100 5, 193, 194, 195, 197, 198, 200, 202, 203

Grau de maturidade 5, 239, 241, 242, 246, 250

## I

Indústria 5, 162, 164, 170, 177, 191, 193, 202, 206, 226, 227, 228, 232, 239, 240, 241, 242, 245, 250, 252, 257, 277, 344

Inovação 23, 25, 108, 109, 156, 157, 158, 159, 160, 165, 171, 176, 191, 240, 249, 278, 299, 315, 335, 337, 338, 340, 343, 344, 345, 347, 349, 350, 352

## M

Marketing 1, 2, 7, 95, 96, 98, 102, 106, 107, 112, 117, 118, 127, 246, 271, 286, 287, 309, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 327, 329, 330, 331, 332, 333

Matriz BCG 273, 274, 275, 276, 282, 283, 285, 286, 306, 311

Matriz SWOT 273, 274, 275, 279, 281, 282, 285, 287, 313

Microempreendimentos 302, 304, 305, 311

Motivação 6, 246, 288, 289, 290, 291, 292, 294, 295, 296, 297, 299, 300, 301, 303

## O

Orçamento 3, 14, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 60, 61, 62, 132, 133, 137, 321, 322, 324

Organização 15, 16, 17, 20, 28, 32, 33, 34, 35, 36, 51, 69, 81, 83, 84, 87, 88, 89, 90, 92, 93, 97, 98, 110, 157, 158, 160, 161, 163, 165, 169, 174, 176, 177, 178, 185, 187, 217, 232, 236, 241, 242, 243, 244, 250, 251, 253, 258, 259, 260, 261, 270, 271, 273, 274, 275, 276, 277, 278, 279, 280, 281, 284, 285, 289, 290, 296, 297, 304, 305, 306, 315, 317, 318, 319, 320, 322, 323, 325, 340, 341

## P

Pandemia 3, 12, 15, 16, 17, 19, 20, 21, 23, 24, 25, 26, 102, 115, 116, 117, 119, 120, 127, 279, 280

PDCA 302, 303, 304, 305, 308, 309, 310, 311, 312

Pilar social 5, 172, 173, 174, 175, 178, 179, 182, 183, 184, 185, 186, 187, 188, 189, 190

## Q

Quebras estruturais 3, 1, 2, 3, 7, 12, 13

QVT 172, 173, 176, 177, 179, 184, 185, 186, 187, 188, 189

## R

Responsabilidade social 108, 109, 112, 174, 187, 192, 203

Revisão sistemática 7, 334, 336, 346, 348, 349

## S

Saúde 3, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 45, 46, 47, 48, 49, 51, 52, 53, 54, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 172, 173, 175, 176, 177, 178, 182, 183, 184, 187, 188, 189, 191, 210, 211, 289, 294, 297, 342, 346

Serviço público 3, 27, 29, 43

Sociedade 4, 17, 18, 19, 20, 64, 65, 67, 68, 73, 80, 81, 84, 85, 86, 87, 89, 90, 91, 92, 108, 109, 110, 111, 157, 160, 164, 174, 178, 190, 193, 194, 196, 202, 229, 239, 250, 254, 273, 304, 309, 317, 340, 341, 352

Sustentabilidade 5, 2, 3, 14, 108, 109, 111, 112, 143, 157, 162, 172, 173, 174, 175, 178, 179, 182, 183, 184, 185, 186, 187, 188, 189, 190, 192, 195, 196, 198, 202, 203, 233, 245

## T

Tomada de decisão 12, 175, 226, 227, 229, 236, 263, 274

## V


varejo 177, 261, 318





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3



