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Predictor Model of the Organizational Culture in a Multi-national Industrial Plant in Ciudad Juárez, México

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Abstract. The characterization of the organizational culture has an utmost importance because it is an aid for the adaptation of the company to the culture of the local country and the foundation for a training program. The twin plant industry (maquiladoras) of Ciudad Juárez is composed by companies of American, Japanese, German, Italic, French and Canadian origins. All the companies operate with their own organizational-cultural models, related to the way they have developed in the country of origin. When the companies transfer operation to other countries, people have to adapt to what they feel as alien work schemes, process that can be complicated by the differences in organization and culture. Because the plant selected for this project does not have a study of organizational culture and top management can't explain how much those differences might impact in turnover or compromise, this article presents the validation of a questionnaire for the measurement of organizational culture and its characterization. The questionnaire is based in Wu, Taylor & Chen (2001) tested for internal reliability by the Kendall W test (P=0.048) and Cronbach's Alpha = 0.807. By Factor Analysis are determined the most important factors of organizational culture, Uncertainty Resistance (0.82), Femininity (0.97), Individualism (0.74), Collectivist (0.67). Therefore, it is advisable to consider those factors for the deployment of training programs.

Keywords: *Questionnaire Validation, Factor Analysis, Path Analysis, Organizational Culture.*

1. Introduction

The Twin Plant (Maquiladora) Industry has a great economic importance for México, it is ranked in the top ten manufacturing countries of the world (Hernández *et al.,* 2017). To attract investors and multinational companies, México offers diverse benefits among them, reduced cost of the work force, high level engineers and technicians, government support, improved logistics and supply chain,. Nonetheless, there is no generalized practice for the management of culture and organization factors, which might have considerable impact on the adaptation of the foreign managers of the company in the Mexican environment and the local workers to the company ways, (Omar and Urteaga, 2010).

Commonly, organizational philosophy, climate and culture are concepts far from daily ideas, to a certain point, away from the industry issues, although identity, values, mission, vision, acceptable behaviours, group thinking, simply put, the ways the company thinks and does things have a very high importance, are frequently overviewed, the organizational culture has a high impact on the company performance, Dávila *et. al.*, (2017). Oparanma (2010), reports that organizational culture stimulates activities promoting the success and for Kim et al., (2004), it impacts in the processes and performance, cultures is highly correlated to the assets returns. Kerr and Slocum (1987), propose that turnover might be related to culture and suggest that values such as loyalty or commitment have an important influence on performance of the workers, being a factor of turnover. Therefore, it is very important the study of organizational culture with the purpose of promoting the fast adaptation of foreign companies in other countries and vice versa, the people of other countries to the ways of the company.

Nonetheless, the studies mentioned were done in countries with different culture and industrial environments, so, explanations for the Mexican process of adaptation might be questionable. This article proposes an adaptation of the Wu, Taylor & Chen (2001) Questionnaire, which is based in the dimensions proposed by Hofstede (1980). With the purpose of evaluating the organizational culture in a multinational industrial plant and construct a predictor model.

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