

## Measuring Organizational Environment and Its Relationship with Leadership in a Fast Food Franchise in Tijuana, Baja California, Mexico

Suisin Priscila Lam Lam, Jessica Lizbeth Cisneros Martínez, Loreto María Bravo Zanoquera, Sósima Carrillo, Ana Cecilia Bustamante Valenzuela

(1. Universidad Autónoma de Baja California, México; 2. Autonomous University of Baja California, Mexico)

**Abstract:** In Mexico, *franchises* have proliferated in recent years, especially those of fast food, such organizations have represented one of the most solid money entrances for the region, generating jobs, giving local providers the opportunity to consume their own products and allow them for the development of the city through the presence of brands in the shopping malls. However, the competition in an organization is measured through continuous improvement, which allows you to refine processes and better care to clients. This change requires taking into account employees that have clear enough objectives of the Organization and the act on the basis to them. Why this work? It allows to identify the importance of the *work environment*, that raises not only a report appropriated financial statements, making marketing strategies for hiring staff, but one of the biggest challenges is to achieve a pleasant internal climate enabling employees to feel satisfied and thus increase their productivity. On the other hand, the organizations ignore this topic which *leads* to wasting the potential of the employees, well as to prevent the fulfillment of the goals of the organization.

**Key words:** franchises; leads; work environment

**JEL code:** M12

### 1. Introduction

In Mexico, the franchises have proliferated in recent years, especially the fast food, although some have already long established in the country, continues to be franchise openings especially in the city of Tijuana, Baja California. Such organizations have represented one of the more solid money entrances for the region, since they are a source of employment generation, exploitation of raw materials Mexican that buys from local suppliers and also helps the development of the city through the presence of brands in the shopping malls.

In recent years priority has been given the franchise get good economic results, aside from their contribution to social development. Today, most of the work routine has become automated, thus neglecting the human element,

---

SuiSin Priscila Lam Lam, Master in Management, Universidad Autónoma de Baja California; research areas: management, productivity, competitiveness and human capital. E-mail: [suisinlam@yahoo.com.mx](mailto:suisinlam@yahoo.com.mx).

Jessica Lizbeth Cisneros Martínez, Master in Accounting, Universidad Autónoma de Baja California; research areas: management, finance and accounting. E-mail: [cpjessicacisneros@hotmail.com](mailto:cpjessicacisneros@hotmail.com).

Loreto María Bravo Zanoquera, Doctor of Administrative Sciences, Universidad Autónoma de Baja California; research areas: management, finance and accounting. E-mail: [loreto@uabc.edu.mx](mailto:loreto@uabc.edu.mx).

Sósima Carrillo, Master in Management, Universidad Autónoma de Baja California; research areas: management, finance and accounting. E-mail: [sosima@uabc.edu.mx](mailto:sosima@uabc.edu.mx).

Ana Cecilia Bustamante Valenzuela, Doctor of Administrative Sciences, Universidad Autónoma de Baja California; research areas: management, finance and accounting. E-mail: [ceci@uabc.edu.mx](mailto:ceci@uabc.edu.mx).

which is essential for an organization to successfully develop. So to achieve a balance between economic factors and the human factor, managers must not only be interested in the worker to perform the work with a good level of efficiency, but also worry about the internal working environment in which your company is immersed.

To keep an organization competent ought to worry about for a continuous improvement. Ideas for improving processes and attention to customers must come, more and more, employees who are close to internal processes and the same clients in your organization. This change requires taking into account employees that have clear objectives of the Organization and act on the basis for them.

Progress long term productivity is essential to improve the quality of the work environment. The officials of the Organization and the management of human resources professionals must join in the need to create a climate in which are truly valued and treating people with dignity in your organization and get better decisions, greater productivity and a better quality of the staff.

It is here where the leadership is perceived within an enterprise. If there is a leader who reconcile productive aspects with humans, the Organization will be in a better position to Excel in the market.

## **2. Literary Review**

This research focuses on a franchise that has its beginnings in the year 1997 with three branches in the city. After some years, increased the number of branches to five and currently has eight branches in the city of Tijuana, Baja California, Mexico. The product offered is a sandwich, in different presentations and ingredients. The managers have shown interest in increasing the number of franchises in the city. However, due to globalization, there is so much competition that is necessary to attract customer differentiation and for this the best way to attract is giving an excellent service or product, and of course, the best of the deals offered by the staff of the company, however, it was found that the lack of a favorable organizational climate affects the employees of the organization, and thus the achievement of the objectives of the same, so this research addresses this issue in a special way, giving strong evidence for this franchise managers about the importance of the human element of a suitable organizational climate and leaving a precedent for the reader about the benefits of the application of that organizational climate.

When talking about organizational climate, one of the approaches most widely accepted among scholars is used by workers' perceptions about the structures and processes that occur in the workplace. The importance of this approach is that worker behavior is not a result of the organizational factors that exist to describe as objectively its approach. On the contrary, the behavior depends on the worker perceptions that there are factors within your organization. Such perceptions depend on the activities, interactions, and other experiences that each employee has with the company. Hence the organizational climate reflects the interaction between personal and organizational characteristics (Schneider & Hall, 1982), cited by Goncalves (1999).

From that perspective the organizational climate is a filter through which pass the objective phenomena, such as the structure, leadership and decision making. Thus, in assessing organizational climate measure show the organization is perceived. This has an impact on the motivation of the members of the organization and their corresponding behavior. Mode having an organizational system generates a specific atmosphere, which in turn has a variety of consequences for the, satisfaction, rotation adjustment, etc. As a result, organizational climate consists of the set of individual decisions and collective group performed in an organization whose consequences affect the achievement of organizational objectives.

### 3. Methodology

In order to achieve the objectives of the research is important to operationalize the theoretical and conceptual framework. The objectives and research questions, along with the study variables and hypotheses are basically indicators to build the measuring instrument. In this case, use a measuring instrument and validated. The instrument selected for data collection was the questionnaire WES, which is pre-coded, five options from scales. This questionnaire is designed to measure the organizational climate. To evaluate the measurement instrument, to know the reaction of the interviewees and prove the relevance of the measurement scale, a pilot test was applied to 12 employees of the franchise. It was observed that there was no problem for the acceptance of the questionnaire. It was explained to respondents that the information would be confidential. The response time of the questionnaires was between one and two weeks. The results obtained are consistent with the 21 questionnaires later. This information will be mentioned later.

The instrument consisted of a questionnaire of fifty four closed questions and two open questions. The questions are divided into sections and in the following manner: Section I, about my work; Section II, on the conditions of work; Section III, on interpersonal relations and work; Section IV, about leadership; Section V, about the organization; Section VI, in general.

In the design of the questionnaire used in this research considers that each item has equal weight, and so the scores of the reagents are added to give the score an individual's perception (Flores, 2009). Also in this research applies Liker scale. This method was developed by Likert Rensis early thirties, still, remains a valid approach, which consists of a set of items presented as statements or judgments to which the subject is asked to select their external response one of the five points of the scale. Each point is assigned a numerical value. Therefore, the subject gets a score regarding the claim and ultimately your total score is obtained by adding the scores in relation to all claims.

The range of responses is from: TA: Strongly Agree, TD: Strongly Disagree. The interval scale is comprised of five numbers being as follows: Strongly Agree, Agree, Disagree, Strongly Disagree, and N/A (not applicable).

The degree of reliability of the questionnaire was validated by the author, Moos (1974) when applied to 624 employees from different areas in the United States. Each sub-scale consists of the questionnaire. Moos gave a percentage of internal reliability between 0.70 and 0.91. Quoted by Darrel (1986). To verify the reliability of the instrument applied factors used Cronbach's Alphain SPSS program for 54 items, yielding a reliability of 0.932. According to Nunally (1967), in an early stage of research, the Cronbach Alpha values between 0.6 and 0.7, are acceptable for items that are to form a single construct. We also used Spearman correlation, which is a nonparametric test used to measure the degree of association between the two variables.

Correlations between the policies of the organization and working conditions have a coefficient of 0.603, which shows a significant moderate correlation with a significance level of 0.01. Similarly, the correlations between leadership and interpersonal relations have a coefficient of 0.698, which shows a significant moderate correlation with a significance level of 0.01. You will find two correlations in interpersonal relations section, a coefficient of 0.600 and a 0.757. Both with a significance level of 0.01, which indicates moderate correlation marked substantial and high, respectively. This, in turn, indicates a high influence between organizational climate and interpersonal relationships, as both questions lie in the relationships section only.

**Measuring Organizational Environment and Its Relationship with Leadership in a Fast Food Franchise  
in Tijuana, Baja California, Mexico**

**Table 1 Correlation Coefficient Matrix of Spearman's (rho) Bivariate: Pearson Correlations for Measuring Organizational Climate and Its Relationship to Leadership and Interpersonal Relations**

**Spearman's correlation coefficient rho Organizational Climate Questionnaire Franchise**

	Working Conditions	INTERPERSONAL RELATIONS				LEADERSHIP										ORGANIZATION POLICIES				IN GENERAL		ORG. CLIMATE
Working Conditions	1.000																					
	0.289																					
	0.236																					
	0.138	1.000																				
	0.256	.554**	1.000																			
	0.008	.416*	.443**																			
	0.281	0.089	0.080																			
	0.020	0.037	0.104																			
	0.035	- 0.058	0.268																			
	0.235	0.150	0.170	1.000																		
	0.216	0.250	0.197	.757**																		
	0.019	.400*	.360*	0.302																		
	0.067	0.244	.478**	0.106	1.000																	
	0.049	0.280	.600**	0.160	.551**																	
	0.173	0.264	0.241	- 0.027	.429*																	
	0.048	.453**	0.261	0.228	0.258	1.000																
	0.079	.444**	0.156	.446**	0.224	.701**	1.000															
	.402*	.638**	.450**	.422*	0.273	0.329	.447**	1.000														
	.395*	.374*	0.335	0.227	.439*	0.195	0.323	.641**	1.000													
	0.217	.483**	.367*	0.270	.608**	.381*	.458**	.702**	.864**	1.000												
	0.098	0.341	0.268	0.169	.726**	.433*	.349*	.486**	.669**	.791**	1.000											
	0.042	0.317	0.244	0.196	0.299	.483**	.648**	0.211	0.337	.451*	.345*	1.000										
	0.226	0.320	0.214	0.169	.374*	.369*	.596**	.423*	.578**	.707**	.468**	.705**	1.000									
	0.326	.350*	0.271	0.183	0.121	0.140	0.338	.515**	.524**	.553**	0.344	.368*	.630**	1.000								
	0.319	0.129	0.084	.393*	0.120	0.088	0.256	.581**	.642**	.610**	.468**	0.186	.527**	.789**	1.000							
	.356*	0.254	0.207	.477**	0.157	0.182	0.330	.529**	.452**	.552**	0.289	.505**	.510**	.598**	.616**							
	0.204	0.320	0.140	0.230	0.193	0.099	0.083	0.340	0.037	0.143	0.252	0.041	- 0.118	0.028	0.019							
	0.245	0.314	0.309	0.193	.418*	0.311	.408*	.569**	.577**	.623**	.593**	.365*	.663**	.399*	.530**	1.000						
	.367*	.382*	.348*	0.304	.434*	0.108	0.212	.771**	.791**	.751**	.649**	0.269	.491**	.574**	.716**	.712**						
	0.066	0.214	0.039	0.066	0.187	- 0.095	- 0.017	0.282	.354*	.412**	0.338	0.066	0.167	0.254	0.305	0.233						
	0.157	0.248	0.049	- 0.143	0.111	0.089	0.276	0.081	0.239	0.269	0.327	0.303	.400*	0.113	0.090	.454**						
	0.223	0.207	0.007	- 0.049	0.246	0.038	0.196	0.287	.464**	.478**	.386*	0.252	.546**	0.335	0.293	.499**						
	0.074	0.193	0.008	0.064	0.116	0.154	0.187	0.182	- 0.057	0.048	0.026	0.001	0.125	- 0.057	- 0.004	0.211						
	.481**	0.192	0.060	0.329	0.008	0.017	0.344	0.203	0.295	0.245	0.151	0.029	.348*	.446**	.425*	.354*						
	0.180	0.262	- 0.077	.497**	0.139	0.131	0.167	0.211	0.070	0.158	0.279	0.166	0.016	- 0.040	0.100	0.143						
	0.144	0.015	- 0.209	0.212	0.107	0.125	0.317	0.091	0.032	0.097	0.168	0.104	0.158	- 0.119	- 0.057	0.238						
	.603**	0.334	- 0.101	0.150	- 0.003	0.047	0.329	.454**	.453**	.453**	0.308	.370*	.508**	.472**	.378*	.463**						
	0.144	.405*	.466**	0.252	.409*	0.280	.378*	.373*	.432*	.487**	.471**	.474**	.503**	0.293	0.266	.383*						
	0.101	.502**	0.077	0.314	0.264	.360*	.537**	0.242	0.246	.366*	0.310	0.326	0.263	0.051	0.061	0.176						

Note: \*\*Correlation is significant at the 0.01 level; \*Correlation is significant at the 0.05 level.

The positive and negative correlations observed in some of the variables, only take into account the positive correlations greater than 0. 600. It is clear that some columns in which there are significant data were eliminated for lack of space. Nevertheless, the correlations of interest are those that are located in sections working conditions, interpersonal relations, leadership and organizational policies.

Source: own

Of these ten correlations are considered moderate substantially because they are in the range of 610-669 and twelve correlations considered highly marked by being in the range of 701-864. These correlations have a significance level of 0.01. Finally, there is a high correlation between policy marked the organization with the organizational climate as it shows a coefficient of 0.751with a significance level of 0.01.

As a research strategy is proposed that from the evidence that sheds matrix of Pearson correlation coefficients, only those correlations are considered significant at the 0.01 level and an amount equal to or greater than 0.5, which is appositive correlation moderate to strong.

Following this strategy, it is determined that the organizational climate is related in some way to most variables, except the variable "in general". The strongest variables are leadership and interpersonal relationships,

**Measuring Organizational Environment and Its Relationship with Leadership in a Fast Food Franchise  
in Tijuana, Baja California, Mexico**

finding lesser extent working condition sound organizational policies. Therefore, H0 is accepted, i.e., the organizational climate of the organization is strongly related to leadership, primarily with interpersonal relationships, in the second instance.

**Table 2 Results of Bivariate Correlations of the Independent Variables**

Correlation between independent variables	
Policies of the organization-Working conditions	
Gas-Equipment needed to perform the job	0.603**
Leadership-Interpersonal Relations	
Satisfaction with the way of working on the head-Interpersonal relations cordial and open	0.638**
The orientation of the head to meet the job- Know the end customer	0.608**
Communication policy and way of working for the boss- Know the end customer	0.726**
Interpersonal-Interpersonal Relations	
Peer support to serve customers- Knowledge of responsibilities and functions of co-workers	0.600**
I receive timely information for my work-I receive information I require	0.757**
Leadership-Lidership	
Evidence that the boss uses the ideas of employee-Chief solicits ideas and proposals	0.701**
Boss and employee performance expectations agree-Evidence that the boss uses ideas proposed employee	0.648**
Confidence with the boss-Satisfaction with the way of working the chief	0.641**
Guidance of the boss to accomplish the job -Satisfaction of boss way of working	0.702**
Flexible boss before requests-Satisfaction with the way of working with the chief	0.701**
Guidance of the head to meet the job-Trust with the boss	0.864**
Communication policy and way of working by the boss-Boss Confidence	0.669**
Constructive feedback on performance-Confidence with the boss	0.642**
Chief flexible just before requests-Trust with the boss	0.791**
Communication policy and way of working for the boss-head orientation to meet the job	0.791**
Performance Feedback-Facing the boss to get the job done	0.707**
Constructive feedback on performance-Facing the boss to get the job done	0.610**
Chief appreciates the employee's efforts-Facing the boss to get the job done	0.623**
Chief flexible just before requests-Guidance of the head to meet the job	0.751**
Chief flexible just before requests-Communication of policies and work as chief	0.649**
Performance feedback-Head and employee agree to performance expectations	0.705**
Feedback on performance, both positive and negative-feedback given by the boss	0.630**
Chief appreciates the employee's efforts-Chief gives feedback on performance	0.663**
Constructive performance feedback-Feedback, both positive and negative	0.789**
Appropriate performance feedback-constructive feedback on performance	0.616**
Chief flexible just before requests-constructive feedback on performance	0.716**
Chief flexible just before requests-Chief appreciates the employee's effort	0.712**
Political Organization-Organization Policies	
Recognition of Directorate staff for their efforts-Communication that supports the achievement of objectives	0.751**
In General-In General	
Good place to work-Satisfaction with work	0.517*

Note: \*\* Correlation is significant at the 0.01 level; \* Correlation is significant at the 0.05 level.

Source: own

The results of the above correlations support the conclusion that five variables are related to four other variables in this model. The proposed strategy research, from the empirical evidence that sheds matrix of

Spearman correlation coefficients, we consider those significant correlations of 0.01 and a magnitude equal to or greater than 0.5, which represents a moderate positive correlation to strong.

#### **4. Results**

The general objective investigation established the organizational climate measure a fast food franchise and how it relates to the leadership variable. In the section on leadership can be seen that most of the answers are answered positively, except for a question where they mention that the boss asks his ideas to improve on the job.

Regarding the sections that relate to work, working conditions, interpersonal relationships and work, and in general, most respondents answered positively. Moreover, in the section relating to the organization, most are negative responses. That is, employees believe that management does not care about your future, not recognizing the trajectory of staff and promotions that are made are not granted to those who really deserve it.

The general objective investigation established the organizational climate measure a fast food franchise and how it relates to the leadership variable. In the section on leadership can be seen that most of the answers are answered positively, except for a question where they mention that the boss asks his ideas to improve on the job.

Regarding the sections that relate to work, working conditions, interpersonal relationships and work, and in general, most respondents answered positively. Moreover, in the section relating to the organization, most are negative responses. That is, employees believe that management does not care about your future, not recognizing the trajectory of staff and promotions that are made are not granted to those who really deserve it.

#### **5. Conclusions**

The application of the instrument WES allowed to know that there is a high ratio between leadership and organizational climate, i.e., internal relationships that exist in the company and the vision they have employees on their bosses, peers and how overall operation of the organization. Furthermore, the results of this instrument were obtained the information necessary to achieve the objectives and test the hypothesis of this research.

There are some features that make the favorable climate of the franchise such as interpersonal relationships of respect and cordiality, trust between team members, and the commitment that employees have to fulfill their tasks. This allows the leader to exercise properly its role as a guide and facilitator because the leader in providing confidence and foster positive communication with your employees, routes them to do their work satisfactorily.

Another variable that had a high correlation with the organizational climate was the relationships. It is noted that this franchise exists an atmosphere of cordiality and respect among coworkers and the boss, which is due to the sense of identity with the members, who know the activities and responsibilities, as well as the commitment to both parties have with the organization.

Furthermore, the variable of organizational policies with a correlation was not high, since only a positive correlation was obtained and the graphs shown an unfavorable perception. That is, there are some aspects that employees do not perceive conveniently, as the company does not have a defined promotion policy.

It is vital to note that promotions are based on the following: first, the supervisor determines who has the potential, gives second place with the employee and if he accepts, the training starts, third, the selected employee must occupy the sandwich artist position (sandwich maker) at least six months before they can hold the position of manager. This depends on the attitude and employee's development, i.e., the duration may be longer or shorter than six months and fourth once as managers, they are given training which lasts approximately one to two

months, depending also on the development of the person. It has been the case that employees do not like the new position and prefer returned as sandwich artist.

With these criteria are floor employees who are promoted as branch managers, leaving a perception among other workers that promotions are not granted to those who deserve them so they would leave the company if they are making an offer in another company with the same conditions. Besides that most employees do not want to promote the management of the branch by the responsibility involved and because the salary is not high, opting to stay as preparers sandwiches.

Another factor that has influenced this perception is unfavorable, was hiring a recruitment agency for the recruitment and management level employees if they want to be promoted to report that preference is being given to an outsider in instead of taking into account time for the post.

It is interesting that would not be exercised the lead in a way conducive if the organizational climate is unfavorable for the organization. If there had been more negative perception variables, superiors would struggle to perform a proper exercise of leadership.

The results support the conclusion that the organizational climate directly influences on leadership and franchise relationships. No one can say that this is the same for all firms in the same business, but this study can be used as a guide and as a valid reference for future studies on the topic.

Then some recommendations are issued based on the results of the questionnaire are intended WES and improving interpersonal relationships within the company.

First, executives and managers must keep closer communication with employees and allow them to present their views on a given situation. Second, employees may be asked for ideas for improvement to make them feel more committed to their work and develop a sense of belonging. To achieve this we would ask that every month propose a way to improve your work area. The proposals would be analyzed in conjunction with senior executives, highlighting the positive and negative points that may have the proposal. Should be viable apply improvement ideas. Third, the company must make promotions based on parameters evaluated as: experience, attitude, skills, knowledge, and results.

The results of this study apply only to the fast food franchise that was analyzed. You cannot generalize the results to other similar companies, but it can be a guide for subsequent studies.

#### **References:**

- Abril A. and Fajardo R. (2000). *El impacto de la tecnología en el clima organizacional*, Universidad externado de Colombia, Colombia.
- Ander- Egg E. (1994). *Técnicas de Investigación Documental*, Editorial Trillas, España.
- Argyris C. (1957). *Personality and Organization*, Harper Row, United States.
- Aronoff E. and Bassin O. (2005). *Leadership in the Family Business*, Family Enterprises Publisher, Series No. 21.
- Aronoff C. and Ward J. (1994). "How family affects strategy", in: *Small Business Forum*, Autumn.
- Aronoff C. and Ward J. (2000). *La prueba suprema de la grandeza en la empresa*, McGraw Hill, Colombia.
- Barach J. and Ganitsky J. (1995). "Successful succession in family business", *Family Business Review*, Vol. 8, pp. 131-155.
- Bass B. (1994). "Improving organizational effects, though transformational", *Leadership*, New York: Sage Publications, Thousand, Oaks, C.A.
- Bennis W. (1984). "The four competencies of leadership", *Training and Development Journal*, Vol. 38, pp. 14-19.
- Bernal M. and Soto L. (2001). *Evaluación del clima organizacional de Cavipetrol*, Universidad externado de Colombia, Colombia.
- Brunet L. (2004). *El clima de trabajo en las organizaciones*, Editorial Trillas, México.
- Chiavenato I. (2000). *Administración de Recursos Humanos*, Editorial Mc Graw-Hill, México.
- Chiavenato I. (2004). *Comportamiento Organizacional: La Dinámica del Éxito en las Organizaciones*, Editorial Thomson, México.

**Measuring Organizational Environment and Its Relationship with Leadership in a Fast Food Franchise  
in Tijuana, Baja California, Mexico**

---

- Daft R. (2006). *La experiencia del liderazgo*, Editorial Thomson, México.
- Davis D. (2001). *Investigación en Administración, para la toma de decisiones*, Editorial Thompson, México, quinta edición.
- Dessler G. (1979). *Organización y administración, enfoque situacional*, Prentice Hall, Colombia.
- Fernández T. (2007). *Distribución del conocimiento escolar: Clases sociales, escuelas y sistema educativo en América Latina*, El Colegio de México, México.
- Ferenz F. (2004). *Franquicias a la Mexicana*, McGraw-Hill, México.
- Fiedler F. (1967). *A Theory of Leadership Effectiveness*, McGraw-Hill, United States.
- Flippo E. (1984). *Personnel Management*, McGraw-Hill, United States.
- Flores Ortiz M. V. (2009). "Tesis de Doctorado: Factores que determinan el desarrollo de las empresas familiares de prendas de vestir de Tijuana", B.C. Universidad Autónoma de Baja California, Facultad de Contaduría y Administración.
- Forehand G. and Gilmer B. (1964). "Environmental variation in studies of organizational behavior", *Psychological Bulletin*, Vol. 62, No. 6, pp. 361-382.
- Foster A. (1995). "Developing leadership in the successor generation", *Family Business Review*, Vol. 8, No. 3, pp. 201-209.
- Gibson J. (2003). *Las Organizaciones: Comportamiento, Estructura, Procesos*, Editorial McGraw-Hill, México.
- Halpin A. and Croft D. (1962). *The Organizational Climate of Schools*, Missouri: Washington University, United States.
- Hansen G. and Wernerfelt B. (1989). "Determinant of firm performance: The relative importance of economic and organizational performance", *Strategic Management Journal*, Vol. 10, pp. 399-411.
- Hersey P., Blanchard K. and Johnson (1998). *Administración Del comportamiento organizacional*, Liderazgo Situacional, Prentice Hall, México.
- House R. and Aditya R. (1997). "The social scientific study of leadership: Quo vadis?", *Journal of Management*, Vol. 23, No. 3, pp. 409-473.
- James L. and Jones A. (1974). "Organizational climate: A review of theory, research", *Psychological Bulletin*, No. 20, pp. 1393-1402.
- Kennedy R. (1997). *Estados financieros: Forma, análisis e interpretación*, Editorial Limusa, México.
- Kinicki A. (2003). *Comportamiento organizacional: Conceptos, Problemas y Prácticas*, Editorial McGraw-Hill, México.
- Kohns S. and Meyer H. (1992). *Ventas al por menor*, McGraw-Hill, México.
- Kotler P. (1995). *Dirección de la mercadotecnia*, McGraw-Hill, México.
- Lewin K. (1951). *Field Theory in Social Science*, Harper and Row, United States.
- Lewin K. and Lippitt R. (1938). "An experimental approach to the study of autocracy and democracy: A preliminary note", *Sociometry*, Vol. 1, pp. 292-300.
- Lewin K., Lippitt R. and White R. K. (1939). "Patterns of aggressive behavior in experimentally created social climates", *Journal of Social Psychology*, Vol. 10, pp. 271-301.
- Likert R. (1965). *Un nuevo método de gestión y dirección*, Ediciones Deusto, España.
- Likert R. (1967). *The Human Organization: Its Management and Value*, McGraw-Hill, United States.
- Litwin G. (1982). "Clima y motivación", in: D. Kolb I. & McIntyre J., *Psicología de las organizaciones: Problemas contemporáneos*, Prentice Hall, México.
- Litwin G. and Stringer R. (1968). *Motivation and Organizational Climate*, Harvard Business School Press, United States.
- Lussier R. and Achua C. (2005). *Liderazgo: Teoría, aplicación y desarrollo de habilidades*, Editorial Thomson, México.
- Mañas A., González V. and Peiró J. (1999). *El clima de los equipos de trabajo: determinantes y consecuencias*, Universidad de Almería, España.
- Maxwel J. (2008). *Desarrolle el Líder que esta en Usted*, Editorial San Pablo 1ra. Edición, Colombia.
- Méndez C. (1982). *El hombre en la organización*, Ediciones Rosaristas, Colombia.
- Méndez C. (2006). *Clima organizacional en Colombia*, Universidad del Rosario, Colombia.
- Mintzberg H. (1973). *The Nature of Managerial Work*, Harper and Row, Estados Unidos.
- Moos R. and Insel P. (1974). *The Work Environment Scale*, Consulting Psychologists Press, United States.
- Nunnally J. C. (1967). *Psychometric Theory*, Editorial McGraw-Hill, Estados Unidos.
- Payne R. and Pheysey D. (1971). "G G Stern's organizational climate index: A reconceptualization and application to business organizations", *Organizational Behavior and Human Performance*, Vol. 6, No. 1, pp. 77-78.
- Pritchard R. and Karasick B. (1973). "The effects of organizational climate on managerial job performance and job satisfaction", *Organizational Behavior and Human Performance*, Vol. 9, pp. 126-146.
- Reichers A. and Schneider B. (1990). "Climate and culture: An evolution of constructs", in: Schneider B. Idem, *Organizational Climate and Culture*, Joseey-Bass Publishers, United States.



**Measuring Organizational Environment and Its Relationship with Leadership in a Fast Food Franchise  
in Tijuana, Baja California, Mexico**

---

- Robbins S. (2000). *Comportamiento organizacional*, Editorial Prentice Hall, México.
- Schneider B. and Hall D. (1982). "Toward specifying the concept of work climate", *Journal of Applied Psychology*, Vol. 56, No. 6, pp. 447-455.
- Schermerhorn J. (2004). *Comportamiento Organizacional*, Editorial Limusa, México.
- Smith P. C., Kendall L. M. and Hulin C. L. (1969). *The Measurement of Satisfaction in Work and Retirement: A Strategy for the Study of Attitudes*, Estados Unidos: Rand McNally.
- Stogdill R. (1974). *Handbook of Leadership: A Survey of Theory and Research*, Free Press, United States.
- Sudarsky J. (1979). *Un modelo de diagnóstico en intervención en desarrollo organizacional: La medición del clima organizacional*, Universidad de Los Andes, Colombia.
- Tagiuri R. and Litwin G. (1968). *Organizational Climate: Explorations of a Concept*, Harvard Business School Press, United States.
- Tannenbaum R. and Schmidt W. H. (1973). "How to choose a leadership pattern", *Harvard Business Review*, Mayo-junio, pp. 162-180.
- Toro F. (1992a). "Fortalezas y limitaciones del clima organizacional en empresas colombianas: retrospectiva de los 10 años de investigación", *Revista interamericana De Psicología Ocupacional*, Vol. 22, pp. 33-42.
- Toro F. (1992b). "Clima organizacional y expectativas en la perspectiva del cambio organizacional", *Revista Interamericana De Psicología Ocupacional*, Vol. 11, pp. 163-173.
- Toro F. (1992c). "Diseño y validación de un instrumento para la evaluación del clima organizacional", *Revista Interamericana De Psicología Ocupacional*, Vol. 11, pp. 151-162.