

# **Design of an Organizational Culture Instrument and its Continuous Improvement Roadmap for an Automotive Supplier Company**

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## **Abstract**

The present study is a senior project for engineering management application in the automotive sector, consisting in the design of a measurement instrument to know the perception of the employees about the organizational culture of an automotive supplier enterprise case study. Also, the design considered how a company can maintain continuous improvement in the human resources process, in order to engage the employees and increase work permanence. Through an exhaustive literature review, authors came up with a survey which was proven by qualitative and statistical tests such as expert's relevancy test and Cronbach's alpha real liability test. Also, this design considered other inputs such as the Great Place to Work model, the benchmarking with several companies ranked to the top of this model, and the state of the art literature. The final product of this research study was the design of a measurement instrument, a human resources process audit and a roadmap for the continuous improvement.

## **Keywords**

Instrument, organizational, culture, human and resources.

## **Biographies**

**Luz María Valdez de la Rosa** is currently professor of Engineering Management and Civil Department at School of Engineering and Technologies at University of Monterrey (UEM). She has more than 15 years in the academic field, as a Director of Engineering Management and Industrial Engineering Bachelor Academic Programs and as a teacher at UDEM, in the state of Nuevo Leon, Mexico. She earned B.S. in Industrial Engineering and Systems and Masters in Quality Management at University of Monterrey, Mexico, and Ph. D. in Administration Sciences from the Autonomous University of the State of Nuevo Leon, Mexico. She has 18 years of experience in the Quality field and 13 years as a higher education teacher. She has participated as consultant for the manufacturing and services in the quality field, and participated as ASQ and IISE member.

**Marynthia Chapa-Rodriguez** is currently studying Business Engineering Management in University of Monterrey, Mexico. She earned a Business Model Diploma from a Virtual Store and is certified to be an internal auditor in ISO

9001:2015 from QPE Consulting Group, S.C. She has participated as a consultant for the creation of an instrument for a good work environment in the Industrial Sector.

**Alondra Rosas-Díaz** is currently studying Business Engineering Management in University of Monterrey, Mexico. She has experience as an intern in the human resources area and is certified to be an internal auditor in ISO 9001:2015 from QPE Consulting Group, S.C. She obtained a certificate in Innovation Management from Erasmus University Rotterdam and recently participated as a consultant in the creation of a system with instruments designed to improve the work environment in the industrial sector through a road map.

**Daniela Cruz-Paniagua** is currently a student in Business Engineering Management at University of Monterrey, Mexico. She is certified as an internal auditor in ISO 9001:2015 from QPE Consulting Group, S.C. She obtained a Certificate for Women in Leadership: Inspiring Positive Change by Case Western Reserve University through Coursera. And recently participated as a consultant for the creation of an instrument and roadmap to achieve the improvement of the work environment in the Industrial Sector.

**Bárbara Gallegos** is a senior in the bachelor's degree of Business Management Engineering from the University of Monterrey. She has experience in administration, sales, and human resources in micro-businesses of different sectors, is doing her community service in an organization that gives education of family finances and has a certification that approves her as an internal auditor in ISO 9001. Her most recent project as a junior consultant was the design of a system that improves the organizational climate and culture.