



## REVIEW

# The Influence of Organizational Culture in ASOLACC and its Role in Regional Development

## Influencia de la Cultura Organizacional en ASOLACC y su Rol en el Desarrollo Regional

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### ABSTRACT

**Introduction:** the research focused on analyzing the organizational culture of the Dairy Association ASOLACC in the municipality of El Contadero, Nariño. This culture was considered to have a significant influence on the interaction among members, their perception of their work and the image that the association projected to the community. The study made it possible to identify the values, beliefs, attitudes and behaviors that characterized the organization.

**Development:** during the analysis, it became evident that ASOLACC's organizational culture was marked by solidarity, collaborative work and associativity. However, there were also weaknesses such as resistance to change, low participation in decisions and lack of transparency in certain processes. These findings were contrasted with previous local, national and international studies, which reaffirmed the direct influence of organizational culture on innovation, competitiveness and market orientation. In addition, the economic, social and cultural context of the municipality of El Contadero was analyzed, which affected the internal dynamics of the association.

**Conclusions:** it was concluded that organizational culture was an essential pillar for ASOLACC's sustainability and growth. Strengthening its positive aspects and transforming the negative ones was presented as a strategic need for its development. The study recommended implementing training, participation and modernization processes to align the culture with the challenges of the current productive environment.

**Keywords:** Organizational Culture; ASOLACC; Performance; Associativity; Innovation.

### RESUMEN

**Introducción:** la investigación se enfocó en analizar la cultura organizacional de la Asociación de Lácteos ASOLACC en el municipio de El Contadero, Nariño. Se consideró que esta cultura influía significativamente en la interacción entre los miembros, su percepción del trabajo y la imagen que la asociación proyectaba ante la comunidad. El estudio permitió identificar los valores, creencias, actitudes y comportamientos que caracterizaron a la organización.

**Desarrollo:** durante el análisis se evidenció que la cultura organizacional de ASOLACC estuvo marcada por la solidaridad, el trabajo colaborativo y la asociatividad. Sin embargo, también se presentaron debilidades como la resistencia al cambio, baja participación en decisiones y falta de transparencia en ciertos procesos. Estos hallazgos se contrastaron con estudios previos a nivel local, nacional e internacional, los cuales reafirmaron la influencia directa de la cultura organizacional en la innovación, competitividad y orientación al mercado. Además, se analizó el contexto económico, social y cultural del municipio de El Contadero, el cual afectó la dinámica interna de la asociación.

**Conclusiones:** se concluyó que la cultura organizacional fue un pilar esencial para la sostenibilidad y el crecimiento de ASOLACC. Fortalecer sus aspectos positivos y transformar los negativos se presentó como una necesidad estratégica para su desarrollo. El estudio recomendó implementar procesos de formación, participación y modernización que permitieran alinear la cultura con los retos del entorno productivo actual.

**Palabras clave:** Cultura Organizacional; ASOLACC; Desempeño; Asociatividad; Innovación.

## INTRODUCTION

Organizational culture is a key factor in the success of any organization, and the ASOLACC Dairy Association in the municipality of El Contadero is no exception. ASOLACC's organizational culture influences how members interact, how they perceive their work, and the image the association projects to the community. Therefore, it is essential to research and analyze ASOLACC's organizational culture to understand how it influences the association's performance and results.<sup>(1)</sup>

Researching ASOLACC's organizational culture will identify the values, beliefs, attitudes, and behaviors of the association's members and the practices and processes that influence the organizational culture. This will enable an understanding of how organizational culture is constructed and how it relates to the objectives and goals of the association.<sup>(2)</sup>

Furthermore, the research will identify the positive and negative aspects of ASOLACC's organizational culture. Positive aspects, such as cooperation and solidarity, can be reinforced and promoted to improve the association's performance and results. On the other hand, negative factors, such as resistance to change or lack of transparency, can be identified and addressed to improve the organizational culture and effectiveness of the association.

Organizational culture is a system of shared meanings that guides the behavior of an organization's members. Positive aspects of organizational culture include cooperation, solidarity, innovation, and learning. Negative factors include resistance to change, lack of transparency, and bureaucracy.<sup>(3)</sup>

Another objective of the research on ASOLACC's organizational culture is to understand how this culture relates to the association's members' perception of their work and the association's image in the community. This will help to understand how the values and behaviors of the organizational culture influence the motivation, commitment, and satisfaction of the association's members and the community's perception of the association.<sup>(4)</sup>

## Objective

The purpose of this study is to analyze the organizational culture of the Dairy Association ASOLACC in the municipality of El Contadero, Nariño, in order to identify its values, beliefs, attitudes, and behaviors and their influence on organizational performance, the perception of its members, and the image projected to the community.

## DEVELOPMENT

### Background

#### At the local level

The degree work entitled 'Organisational culture and innovation in the market orientation of family businesses in Pasto (Colombia)' carried out in 2020; whose authors are Claudia Magali Solarte Solarte, Martha Lida Solarte Solarte Solarte and José Fernando Barahona Vinasco, researchers at CESMAG University, Corporación Universitaria Minuto de Dios Regional Pasto, University of Manizales, Colombia.<sup>(5)</sup>

Its general objective is to measure organizational culture by determining the capacity for innovation and recognizing the level of market orientation of family businesses in the city of San Juan de Pasto.<sup>(6)</sup>

Its specific objectives are to apply the OLS method to find the relationship between certain variables and organizational culture, innovation, and market orientation, to identify the main elements of organizational culture present in family businesses in the city of San Juan de Pasto through the application of surveys and interviews with employees and managers of the selected companies and, finally, to analyze the relationship between the elements of organizational culture identified and the capacity for innovation of family businesses in the city of San Juan de Pasto, through the analysis of the results of the surveys and interviews applied.<sup>(7)</sup>

This work concluded that from the study carried out for the city of Pasto; it was identified that family businesses in the town of Pasto do not currently have formal rules and policies, which makes the division of tasks and the coordinated action of activities very difficult, in the same sense there is also no fixation of achievements in the long, medium and short term, so very rarely is there an adequate organization of times and spaces for action, given these factors, the presence of low competitiveness, sustainability and expansion of markets is denoted.<sup>(8)</sup>

As such, organizations that promote customer satisfaction within their innovation processes survive over time, especially if they are family businesses, which is the strong point that the Pastusa company is currently managing. This is a way of establishing a better business. It is necessary to point out that, at present, there are still various problems related to competitiveness, and this is a way of increasing them.<sup>(9)</sup>

Although they are apparently unrelated variables, competitiveness, innovation, and organizational culture are considered considerably relevant variables for a company to maintain over time. This is why small and medium-sized organizations in Pasto must pay greater attention to these variables and include them as essential procedural axes in determining their productive activities.<sup>(10)</sup>

### *Contributions*

This research can help identify how family businesses' organizational cultures affect their ability to innovate and become market-oriented. For example, family firms with a tradition-oriented culture may be less likely to adopt new ideas or respond quickly to market needs.

### **At the national level**

Among the research conducted at the national level, we found Medina, who, in his study entitled *Organisational Culture as a Fundamental Factor for the Development of Companies in the Logistics Sector in Colombia*, developed in Bogotá D.C., which sought to analyze the impact and importance of the appropriate management of organizational culture, in the business development of organizations in the logistics sector in Colombia. It is essential to emphasize the specific objectives that were set out in this research, which are to identify the characteristics of organizational culture and its contribution to the management of interpersonal relationships at a business level, to analyze the development of strategies for the application of organizational culture in Colombian companies in the logistics sector, and finally to identify the impact that the development of a good organizational culture has on companies in the country's logistics sector. This investigation seeks to demonstrate the strategies for a correct application of the same to carry out the objectives of the organizations and to acquire the success linked to a process in which habits, norms, and values of a group of people are reunited using these, they coexist of a harmonic and respectful way inside a same space, having like a goal, the integral management of enterprise activities and the generation of service in agreement to the necessities of the clients.<sup>(11)</sup>

As a result of this research, it is possible to establish the impact and importance of the appropriate management of the organizational culture in the business development of the organizations of the logistics sector in Colombia, which lies in the generation of greater productivity, efficiency, effectiveness, and performance by the members that support the different areas and chains of distribution and value; along which, the reduction of costs is sought, the obtaining of a differential in quality and innovation, the participation and cooperation by the employees.<sup>(12)</sup>

### *Contribution*

It has been determined that the generation of satisfaction for both employees and stakeholders in company internal and external relations will depend to a large extent on the level of interest, commitment, motivation, and perceived relevance of employees in their performance and contribution.

Similarly, employee behavior may vary from one company to another according to the beliefs, habits, customs, histories, experiences, and incentives of the organization, as employees learn, engage, and participate according to what is conveyed by leaders and choices regarding the type of focus or emphasis of the culture.

### **At the international level**

The degree work entitled 'Analysis of the Organizational Culture and its Relationship in the Organisational Performance of the Dairy Industry in the Coast and Sierra Regions' was carried out in the year 2019; whose authors are German Peña, Sandra Beatriz, Morillo Moreno, and Carla Daniela graduates of the Catholic University of Santiago Guayaquil of the Business Administration program as its general objective is: to measure the level of incidence between the organizational culture and the organizational performance of the companies of the manufacturing sector in charge of the elaboration of liquid fresh milk, fluid milk cream, milk-based drinks, yogurt or treated at high temperatures.

Its specific objectives are to identify and assimilate the dimensions of organizational culture through quantitative techniques to understand each individual's attitude within the company, determine and evaluate the variables of company organizational performance through quantitative techniques, and discern what aspect is measured and the strategic vision of managers.<sup>(13)</sup>

To analyze the incidence of organizational culture on the organizational performance of companies in the manufacturing sector to propose an improvement in the dimension with a low score in both variables.<sup>(14)</sup>

Among the conclusions are the present research topic and the hypothesis to be tested: whether organizational

performance depends on organizational culture. Different statistical techniques were applied to determine the impact of organizational cultures on organizational performance and the reliability of the data worked. It was determined through an analysis of variance that the types of culture do show significant differences, i.e., there is a difference in the kinds of culture, and they are handled differently; for example, hierarchical culture is dealt with differently from market culture, and so on. This analysis will determine whether performance depends on one type of culture or all of them. Based on this analysis, we began to suspect that all the kinds of cultures we analyzed influence performance. However, it was necessary to corroborate the consistency and reliability of the data to determine this with certainty. It was shown that organizational performance depends on organizational culture, perhaps not all, but directly on clan culture, and by the law of transitivity, if the clan culture has some of the markets, adhocratic and hierarchical culture, the organizational performance also depends on the market, adhocratic and hierarchical culture, but to a lesser extent on the market, adhocratic and hierarchical culture. Hierarchical, but to a lesser extent.<sup>(15)</sup>

### Contribution

There are studies similar to this investigation on the topic of organizational culture and in the sector focused on this organizational culture, which is the dairy sector. It is possible to extract very good things from them as they are the type of methods applied to obtain the results that they received and the conclusions that they gave.

### Contextual framework

#### Macro context

According to APROLENAR, Nariño is one of the country's 32 departments. It is located in the southwestern area and is bordered to the north by the department of Cauca, to the east by Putumayo, to the south by Ecuador, and to the west by the Pacific Ocean. Its strategic geographic location significantly influences its economy and, thus, the dynamics of organizations such as the dairy association under study.<sup>(16)</sup>

In terms of population, in September 2021, Nariño had approximately 1,7 million inhabitants. However, it is important to stress that these numbers may have changed since then, which underlines the importance of obtaining up-to-date statistics for research. This population comprises a diversity of ethnic and cultural groups, including Afro-Colombians, indigenous people, and mestizos. This cultural diversity is an essential element to consider when analyzing the organizational culture of the dairy association, as different groups may bring different perspectives and values to dairy production and marketing. In economic terms, Nariño relies heavily on agriculture and livestock. The production of milk and dairy products plays a key role in the regional economy. The dairy association under investigation is likely to play a central role in this respect by providing employment for the population and contributing significantly to the production of dairy products and contributing significantly to dairy production in the region.<sup>(17)</sup>

Transport infrastructure is another relevant element in the macro context of Nariño. Roads connect the region with other parts of Colombia and Ecuador, which is crucial for distributing and marketing the association's dairy products. The efficiency of these transport routes can directly impact the organization's operation.<sup>(18)</sup>

The political and social context of Nariño is also relevant. Government policies, the security situation, and social dynamics can influence how the dairy association operates and relates to other regional actors.<sup>(19)</sup>

Cultural traditions and customs, such as the Carnival of Negros y Blancos in Pasto, the department's capital, can also influence the association's organizational culture. These festivities and cultural practices can affect how the organization's employees relate to each other and the community.<sup>(20)</sup>

It is essential to mention that Nariño faces socio-economic challenges, such as poverty and limited access to basic services in some rural areas. These challenges can influence the operation and organizational culture of the dairy association but also present opportunities for the organization to contribute to the region's development by generating employment and promoting sustainable practices in dairy production.<sup>(21)</sup>

Nariño's economy is based on agriculture, livestock, mining, and tourism. Agriculture is the most critical sector, and milk production is an essential activity in the department. Dairy production is a vital activity in the economy of Nariño. In 2022, milk production in Nariño was approximately 130 million liters. Milk production in Nariño is an essential activity for the department's economy. In 2022, milk production in Nariño was approximately 130 million liters.<sup>(22)</sup>

Cultural diversity, agricultural and livestock economy, transport infrastructure, and socio-economic challenges are key elements that influence the dynamics of this organization.

Cultural diversity is an essential element of the organization's dynamics. Nariño is a department with great cultural diversity, which is reflected in the variety of ethnic groups, languages, and traditions that exist in the region. This cultural diversity contributes to the organization's richness and complexity and can also be a source of conflict and tension.

The agricultural and livestock economy is another essential element of the organization's dynamics. Nariño



is a department with an economy based on agriculture and livestock. These sectors are important sources of employment and income for the population and contribute to food security. The agricultural and livestock economy can be a source of stability and prosperity for the organization, but it can also be vulnerable to changes in commodity prices and climatic conditions.

Transport infrastructure is a key element for organizational development. Nariño is a complex geography department, making it difficult to transport people and goods. Insufficient transport infrastructure can be an obstacle to the organization's economic and social development.

Socioeconomic challenges are an essential element of the organization's dynamics. Nariño is a department with socio-economic challenges, such as poverty, inequality, and unemployment. These challenges can hinder the organization's development and generate social tensions.

Cultural diversity, the agricultural and livestock economy, transport infrastructure, and socio-economic challenges shape the organization's reality and influence its development. These elements interact with each other and contribute to its complexity and diversity.

In conclusion, these elements are fundamental to understanding the organization and developing public policies that support its development.

#### *Micro context*

According to Gobernación de Nariño, El Contadero is a small town in the Department of Nariño.

A small town in the Department of Nariño in the southern part of the country, in the Andes mountain range.

Andes mountain range. It is a small municipality with a population of around 7000. It is located at an altitude of 2200 meters above sea level, and its climate is cold and humid.

The municipality is known for its beautiful mountain scenery and rich biodiversity. The local economy is mainly based on agriculture and livestock, with corn, beans, coffee, sugar cane crops, and milk production, among other products. Despite its small size, El Contadero has an active community and a strong sense of cultural identity, which is reflected in its traditions and local festivities.

In El Contadero, the main economic activity is agriculture and livestock farming, especially milk production. Small and medium-scale farms can be found in the area, where cows are reared on farms can be found in the area, where dairy cows are raised, and fresh milk and artisanal cheeses are produced. The dairy sector is a significant economic activity in the municipality. Most families in the area have dairy cows and produce fresh milk daily, which is used to make cheese.

We consume milk every day, which is then processed in small dairy processing plants. The dairy sector is one of the primary income sources for El Contadero's inhabitants. Contadero has been an economic activity developing in the area for decades. Milk production is carried out by small and medium-sized producers who use traditional techniques for caring for cows and producing dairy products.<sup>(23)</sup>

The area's temperate and humid climate is ideal for developing pasture and foraging for livestock. The producers' farms are located on the slopes of the mountains, which gives them good exposure to the sun and excellent pasture quality for the animals.

The milk produced in El Contadero is of high quality, as the animals are fed on natural pasture and are not given hormones or antibiotics. The small producers produce fresh milk, which is sold in local shops and nearby markets.

Most of the dairy farmers in the municipality of Contadero are small landowners with between 10 and 30 dairy cows. Milk production is the main source of income for these families, who have worked in the dairy sector for generations.

The milk these smallholders produce is of high quality, with excellent composition and taste. Most of the milk is sold to dairy processing plants in the municipality, which pasteurize it and transform it into products such as cheese, cream, butter, and yogurt.<sup>(24)</sup>

In addition, different types of artisanal cheeses, such as fresh, matured, and farmer's cheese, are also produced in the area. These products are highly valued for their taste and quality and are marketed in local shops and regional agricultural fairs.

These small dairy processing plants are owned by the dairy farmers themselves, who have joined forces to process the milk and market the products. There are currently around six dairy processing plants in the municipality, employing many people in the area.

In recent years, there has been an increase in demand for organic and sustainable dairy products, which has led some producers to adopt more responsible practices in milk production and dairy processing.<sup>(25)</sup>

The dairy sector in El Contador has had a positive impact on the local economy, generating employment and improving the income of dairy families. However, challenges need to be addressed to improve the productivity and profitability of dairy production.

According to the report 'Economic impact of cattle farming in El Contadero, Nariño,' prepared by the University of Nariño in 2022, the dairy sector in this municipality generates around 1500 direct jobs and 3000

indirect jobs. In addition, the value of dairy production in El Contadero represents 20 % of the municipal GDP.

These figures demonstrate the positive impact that the dairy sector has on El Contadero's economy. Dairy production generates employment and contributes to income generation for the families involved.

One of the main challenges is the lack of access to modern technologies and tools to improve the efficiency of milk and cheese production. In addition, challenges facing the organizational culture include a lack of training and development of employees, low pay, lack of opportunities for growth, and lack of participation in decision-making. The dairy sector in the region also faces challenges in terms of access to technology and finance.

Competition in Contadero's dairy sector is intense due to the large number of companies and producers involved in producing and marketing milk and dairy products in the region. Although some companies are larger and have a stronger market presence, many small producers also compete efficiently and effectively.

The main competitors in the Contadero dairy market are the large companies with extensive production, processing, and distribution infrastructure. These companies have a greater capacity to invest in technology, machinery, and trained personnel, which allows them to produce and market a greater quantity and variety of products.

However, competition also occurs among small producers and local companies, who focus on the production of fresh milk, artisanal cheeses, and other dairy products typical of the region. These producers often offer high-quality products with unique flavors and textures, which are highly valued by local consumers and tourists visiting the region.<sup>(26)</sup>

A report by the University of Nariño notes that competition has also intensified due to the entry of new actors in the market, such as companies and producers from other regions of the country seeking to expand their businesses. These new actors bring new ideas, technologies, and marketing strategies, forcing local companies and producers to adapt and improve their processes.

This helps to understand the challenges local milk producers and enterprises face in El Contador. Intensified competition forces local companies and producers to improve their processes and adapt to new market conditions.

## Historical overview

According to the website of Alcaldía de Contadero Nariño, the dairy company ASOLACC (Asociación de Lácteos del Contadero) was established in 1997 in the municipality of El Contadero, located in the department of Nariño, Colombia. This association was founded by a group of small local milk producers looking for a solution to commercialize their products and improve their quality of life.

In the beginning, ASOLACC operated very rudimentary, with few resources and a limited local market. However, over time, the association expanded its coverage and improved its production capacity.

Its coverage and improvement in production and marketing capacity. In 2002, the Colombian Ministry of Agriculture and Rural Development recognized ASOLACC as a legally constituted company, allowing it to access new markets and funding sources.

Currently, ASOLACC has more than 150 associates and has positioned itself as a leading company in the region's production and commercialization of dairy products. The company has focused on the quality of its products and has implemented innovative technologies and processes to guarantee the safety and freshness of its products. In addition, ASOLACC has ventured into the export market, taking its products to countries such as Ecuador and Peru. The company is recognized for its social and environmental commitment and contribution to developing the local economy in the municipality of El Contador.

The ASOLACC association's social objective is to apply the basic principles of associativity and maintain them through the company's economic and administrative management, respecting autonomy, solidarity, mutual aid, equity, and equality in the production, collection, cooling, and commercialization of milk through municipal, departmental, and national projects.

The association's domicile is located in the village of Yáez in the municipality of El Contadero, department of Nariño. It can extend its activities inside or outside the Republic of Colombia. It has 120 members and allows the inclusion of new ones with a limited capacity.

## Legal framework

Table 1. Legal framework

Laws - agreements - decrees	Description
Resolution 2646 of 17 July 2008. Ministry of Social Protection	By which provisions are established and responsibilities are defined for the identification, evaluation, prevention, intervention and permanent monitoring of exposure to psychosocial risk factors at work and for the determination of the origin of pathologies caused by occupational stress.

Decree Law 1567 of 1998	The purpose set out in Article 21 seeks to foster conditions in the work environment that favour the development of creativity, identity, participation and job security of the entity's employees, as well as effectiveness, efficiency and efficiency in their performance.
Decree Law 1567 of 1998	To promote the application of strategies and processes in the work environment that contribute to the development of the personal potential of employees, generating favourable attitudes towards public service and the continuous improvement of the organisation.
Resolution 2400 of 1979	The industrial safety statute is created.
Law 9 of 1979	National Health Code
Resolution 2013 of 1986	Establishment and operation of joint occupational health committees
Decree 614 of 1984	Creation of a basis for the organisation of occupational health.
Resolution 2013 of 1986	It establishes the creation and functioning of medical, hygiene and industrial safety committees in companies.
Resolution 1016 of 1989	Establishes the functioning of occupational health programmes in companies.
Decree 1295 of 1994	Whereby the organisation and administration of the general system of professional risks is determined.

### Theoretical framework

The following is a detailed presentation of the contributions supporting the research. It also presents the different theories that support and explain this research's *raison d'être*.

Various theories can be classified into different approaches. These are some of the most prominent approaches:

#### SWOT matrix

The SWOT matrix (also known as SWOT or SWOT) is a strategic analysis tool used to identify an organization's or project's strengths, weaknesses, opportunities, and threats. In the context of organizational culture research, the SWOT matrix can be used to identify internal and external factors that may affect a company's organizational culture.

The SWOT matrix is an invaluable tool for analyzing any situation's strengths, weaknesses, opportunities, and threats. It allows us to visualize the big picture and make informed strategic decisions to maximize our strengths and opportunities while mitigating our weaknesses and confidently facing threats.

The SWOT matrix can help researchers identify the organizational culture's internal strengths and weaknesses, such as leadership capacity, internal communication, employee training and development, and others. It can also help identify external opportunities and threats that may affect the organizational culture, such as market competition, evolving technologies, and the economic situation.

The SWOT matrix can be a very useful tool for investigating a company's organizational culture. It allows identifying internal and external factors that can influence the culture of the organisation and thus making informed decisions about how to improve it.

#### Definition of Organisational Culture

The definition of organizational culture as a general concept has been extensively studied by different authors and is presented in most articles on the subject.

Culture is defined as a pattern of shared basic assumptions that a group learns that solves its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel about those problems'.

The definition of organizational culture given by Robbins, Stephen indicates that it 'is a system of meanings shared by the members of an organization, this system being a set of basic characteristics that the organization values'.

Organizational culture is a set of shared values that members of an organization hold about how they work and their relationships with each other, customers, and suppliers. This approach implies that organizational culture is rooted in the beliefs and values that employees share in their work environment.

Organizational culture is conceived as a system of shared meanings established and maintained by communication processes in an organization. This approach highlights the importance of shared meanings and communication within an organization in forming and maintaining organizational culture.

#### Organizational Structure

The structure of an organization refers to how authority, responsibilities, and resources are organized and

distributed within the organization to achieve its goals and objectives efficiently and effectively. The structure defines the behaviors that people engage in at work.

Each element that describes the organization's structure affects and regulates the employee's work behavior by defining how they should behave according to their position, which is determined in the procedures, rules, and other components that subordinate the social behaviors in the company.

The structure is designed to establish the framework of influence in human interaction and constitutes the medium in which decisions are made, power is exercised, and activities are allowed to be carried out.

The parts of the organizational structure are the following:

- Size: this determines how they are configured, depending on their level of complexity. Processes of social interaction and communication.
- Division of labor: this presents the division of tasks according to the capacities and type of activities that can be carried out at both the individual and group level to achieve efficiency in the processes, all with established rules, functions, and procedures that allow supervision and control and mechanize and standardize the activities.
- Authority: is exercised and delimited by the designation of positions in the organization. It allows a command to be exercised over others and grants power in decision-making and the demand and influence over subordinates. Thus, social relations between bosses and subordinates are established according to degrees of power and subordination, in which orders are obeyed out of conviction or obligation. Depending on the level of centralization of decisions, the organization is delegated or not.
- Coordination: is determined by the synchronized effort made by the different departments, areas, and people. In this process, help and group work are provided, and the necessary information is shared to achieve the organization's objectives.
- Strategy and structure: there is a link between these, as a change in strategy can lead to a change in structure. Changes in strategy are necessary to ensure the organization's competitiveness, which affects its structure.
- Technology and structure: technological innovation impacts a company's structure in terms of processes, routines, and division of labor when it occurs. Technological innovation seeks to influence service, product quality, and cost optimisation in order to achieve high levels of competitiveness.
- Environment and structure: organizations are affected by political, technological, economic, social, and other variables that change their environment. This changes their structure and forces them to be efficient in dynamic and evolving markets, for which they must prepare themselves proactively.

Each one of the elements of the organizational structure influences the collective conscience that its members build by assuming behaviors by their complexity, the responsibilities and functions of the positions, the relations between bosses and subordinates, the processes of verbal or written communication, the impact of its strategy on the culture, the level of knowledge and the application of technology and the capacity to respond to changes in the environment.

### **Types of organizational culture**

Various types of organizational culture can be identified in companies. Several authors have addressed and explained some of the most prominent types of culture. These approaches help to understand the diversity and complexity of cultures present in the business environment, offering valuable insights for effective management and strengthening organizational identity.

#### *Risk culture*

This kind of culture requires high-risk decisions, and it takes several years before the environment provides clear feedback on whether the decision is correct. It is a culture of high risk and slow feedback, which is present, for example, in many high-tech organizations.

Dynamism and entrepreneurship, risk-taking, innovation and development, individual growth, intrinsic rewards, the free flow of ideas and initiatives, flexibility and individuality, self-control, self-management, and empowerment characterize it. Its leaders are distinguished by being equally entrepreneurial, innovative, creative, and risk-taking.

#### *Supportive culture*

This variant of organizational culture is based on reciprocal trust and mutual support, which are essential pillars in the relationship between the individual and the organizational entity. Here, the emphasis is on valuing people, recognizing them as human beings rather than simply as labor contributors or occupants of roles in the organizational structure. Edgar Schein proposes that individuals engage with organizations of this type because of their genuine interest in their colleagues and customers, establishing close connections based



on open and supportive communication. Harmony and avoidance of confrontation are significant values in this context. Members of these organizations are committed to collaborating, generating positive collective outcomes, and following organizational guidelines based on trust, mutual care, and constant collaboration. Notable characteristics include participatory decision-making, implementation through consensus building, cohesion, mutual commitment, loyalty, affiliation, belonging, cooperation, warmth, caring, tradition, morale, and fairness.

### **Power culture**

It is based on the assumption that resource inequality is a naturally occurring phenomenon and that life is a game of clear-cut winners and losers.

A study argues that resources such as money, privilege, security, and general quality of life are unequally distributed. A strong leader who can keep the system in balance and is very firm but fair and generous to their loyal followers. There is an acceptance of the company's hierarchical structure. Power cultures are usually suited to entrepreneurial organizations just starting out, where the leaders alone have the vision and drive the organization's development.

### **Role culture (bureaucracy)**

Role culture rationally replaces structures and systems derived from pure power. Work is achieved through the regulation of the norm. A study discusses that roles are developed in a way that specifies each person's responsibilities and potential rewards, and appropriate systems are put in place to ensure that this is done fairly. Control is remote, through systems of delegation rather than through the personal power of top leadership. A well-managed role culture provides stability, fairness, and efficiency. People are protected from arbitrary decisions made at the top and can devote their energies to tasks rather than self-protection since work is routine and efficient.

### **Hierarchical culture**

Activities are standardized and routinized, information flows vertically, and roles are clearly defined. A study states that Individuals comply with organizational mandates when roles are formally assigned through rules and regulations. In addition to an inclination towards measurement, policies, formal structures, rank-based rewards, information management, role definition, stability, and job security take precedence. The hierarchical leader differs by being co-ordinating, organizing, conservative, and cautious.

### *Adhocratic or developmental culture*

Also known as a culture of inspiration, it emanates primarily from the market's demands. The collectivity operating under this model is oriented towards production, competition, achievement of goals and tasks, research, knowledge, and information. Leaders in this culture are purely producer, managerial, and goal-oriented. Despite their qualities, different models of culture can coexist in the same organization; indeed, those in which one particular type dominates are considered dysfunctional. However, sometimes, the characteristics and dynamics of a specific sector or industry cause one type to dominate or prevail. Based on a model, he posits that internal emphasis

indicates a strong tendency towards short-term, stable activities and unit integration; for the external emphasis, the time frame is the long term, and its priority is activities focused on achievement, differentiation, and rivalry. On the other hand, the upper axis points to flexibility, individuality, and spontaneity, and the lower axis to stability, control, and predictability.

### *Achievement culture*

In this culture, all people want to make meaningful contributions to their work and society and enjoy their interaction with customers and co-workers. Satisfaction for work well done and enriching interaction with co-workers contribute to the tangible rewards that are important to people, and work should be organized to allow for intrinsic rewards and satisfying interactions. A study argues that an achievement organization has rules and structures and works to serve the system rather than becoming an end in itself. In this culture, work situations must be developed that seriously engage people and help them feel that they are contributing to the achievement of an important goal, articulated within a clear mission statement that allows people to organize themselves into self-managing work teams with managers available to provide support and technical assistance when needed, where communication is open and where people have the opportunity to learn and grow at the work level.

### *Market-oriented culture*

Its central aspiration is to win customers and consumers by offering products, services, processes, and

technologies that meet market demands. The collective operating under this model is oriented towards production, competition, achievement of goals and tasks, research, knowledge, and information. Leaders in this culture are purely producer, managerial, and goal-oriented.

Different authors have developed their models to approach the study of a particular company's organizational culture. They aim to carry out a diagnostic process to identify the main trends and characteristics of its culture. In this sense, the model developed by Denison is used as a basis for this research, which is presented below.

### **Diagnosis of culture, according to Denison**

Based on multiple studies and experiences, Daniel Denison developed a model to diagnose organizational culture in companies. The model focuses on the identification of cultural traits that can have a significant impact on the performance and results of companies. Denison's diagnosis of organizational culture is based on a model that assesses four key dimensions of culture in an organization. These dimensions are:

**Engagement:** refers to the extent to which employees are committed to their work and to the organisation as a whole. It assesses whether employees feel part of a united team and whether they are willing to go the extra mile to achieve objectives.

**Consistency:** assesses the extent to which there are clear standards of behavior and whether the organization's policies and practices are aligned with those of the organization.

Whether the organization's policies and practices are consistent, high consistency indicates an organization with well-established norms and rules.

**Adaptability:** measures the organization's flexibility and responsiveness to changes in the external environment. It assesses whether the organization can adjust its strategies and methods to adapt to new circumstances.

**Mission:** refers to the clarity and alignment of the organizational vision and goals. It assesses whether employees have a shared understanding of the organization's mission and whether they are motivated by it.

Through surveys, interviews, and document analysis, information is gathered to assess the organization's culture in terms of these dimensions. A culture profile is then generated to help the organization understand its strengths and areas for improvement in each dimension. This diagnosis provides valuable information for implementing strategic changes and modifications that strengthen the organizational culture and, thus, the efficiency and success of the organization as a whole.

### **Theory of Business Excellence**

The theory of Tom Peters and Robert H. Waterman focuses on the study of the most successful companies of the 1980s and proposes that their success is due to a series of characteristics that differentiate them from other organisations.

One of the main characteristics of this theory is its importance to organizational culture. The most successful companies have a clear and defined culture reflected in all aspects of the organization, from how they do business to how employees relate to each other.

'Culture is a powerful force in any organization, and successful companies are those that have developed a strong, positive culture reflected in all areas of the organization'.

Another key feature of the theory of business excellence is the emphasis on innovation and creativity. Peters and Waterman propose that the most successful companies are those that constantly innovate and adapt to changes in the environment.

### **Edgar Schein's theory**

It focuses on the study of organizational culture and its impact on the behavior of the organization's members. Organizational culture is a set of shared values, beliefs, and assumptions that influence how organizational members perceive and respond to their environment. In this sense, Schein states:

Organizational culture is the pattern of shared basic assumptions that the group learned while solving its problems of external adaptation and internal integration. This culture has worked well in the past, is considered valid, and is therefore taught to new members as the correct way to perceive, think, and feel about those problems.

A study proposes that organizational culture is divided into three levels: artifacts, values, and basic assumptions. Artifacts are the visible manifestations of organizational organizational cultures, such as rituals, symbols, and structures. Values are the principles and beliefs that underlie these artifacts and guide the behavior of organizational members. Core assumptions are the underlying assumptions that are considered so self-evident that they are not even questioned.

Schein also stresses the importance of managing organizational culture and proposes that leaders must be aware of its culture and work to maintain or change it as necessary.

### **Cameron and Quinn's Theory**

The Cameron and Quinn approach focuses on organizational culture and its impact on organizational effectiveness and efficiency. This approach proposes a model of four types of organizational culture that are associated with different levels of organizational effectiveness: clan, adhocracy, hierarchy, and market.

According to Cameron et al.<sup>(5)</sup> four distinct types of organizational cultures exist. Clan culture focuses on collaboration and participation, promoting employee well-being and a pleasant working environment. On the other hand, adhocracy culture is characterized by its focus on innovation, creativity, and adaptability, valuing experimentation and continuous learning. In contrast, the hierarchy culture seeks stability, efficiency, and standardization, emphasizing process precision and reliability. Finally, the market culture is oriented towards competitiveness, customer orientation, and achieving results.

### **Factor theory**

Factor theory is a perspective in psychology that seeks to explain human intelligence as a combination of different mental abilities or factors. Various psychologists have developed and extended this theory over time. Below is a brief explanation of the theory and some relevant quotes from the most influential psychologists in its development.

The factor theory was proposed by the British psychologist Charles Spearman in the early 20th century. According to Spearman, there is a general intelligence factor, called 'g', which underlies all mental abilities. A stud argues that intelligence is not composed of independent abilities but represents a general ability to adapt to new situations and to perform abstract reasoning.

Later, other psychologists, such as Louis Thurstone, proposed that intelligence could not be reduced to a single factor but should be understood as combining several independent mental abilities. Thurstone identified seven mental factors: verbal comprehension, fluency, numerical skills, spatial skills, memory, perceptual speed, and inductive reasoning.

Another important psychologist who contributed to the development of factor theory was Raymond Cattell, who proposed a theory of intelligence based on two types of factors: fluid factors and crystallized factors. Fluid factors refer to the ability to reason and solve problems independently of prior knowledge, while crystallized factors refer to knowledge accumulated over time. According to Cattell, these two factors are equally important for intelligence.

In summary, factor theory has been developed by various psychologists over time and has been used to understand the nature of human intelligence. Although there have been differences of opinion about the number and type of factors underlying intelligence, most psychologists agree that intelligence is a complex phenomenon involving multiple mental abilities.

### **Socio-technical system theory**

This approach seeks to understand and improve the effectiveness and efficiency of complex technical and social systems in which human and technical processes interact and influence each other.

This approach is based on the idea that systems are composed of different interdependent components that interact with each other to achieve a common goal. In the case of socio-technical systems, these components include both technical and human elements, such as technologies, tools, processes, policies, organizational structures, and workers' skills and knowledge.

One of the main principles of socio-technical system theory is that systems should be designed and managed holistically, considering both technical and human aspects. This means that the design of systems must consider the skills, knowledge, and motivations of workers, as well as technology and processes. In this way, socio-technical systems become a combination of technical and social systems.

Another key principle of socio-technical system theory is that systems are adaptive and change over time. The evolution of socio-technical systems is not a linear process but is process, but is influenced by external and internal factors that may require changes in the technical and human elements to maintain the effectiveness and efficiency of the system.

Socio-technical system theory also stresses the importance of workers' active participation and empowerment in system decision-making and management. This implies the need to foster an organizational culture that values collaboration, teamwork, and continuous learning.

### **Organisational culture theory**

Organizational culture theory focuses on analyzing symbolic and cultural practices within organizations. These authors argue that organizational culture comprises values, beliefs, symbols, and practices shared by an organization's members and reflected in their behavior.

A study assert that understanding organizational culture is essential to understanding the functioning of organizations and their relationships with the environment. Furthermore, they highlight that organizational

culture has a significant impact on employees' perceptions of work, their interactions with others, and their ability to adapt to change.

The authors propose that organizational culture can be understood by interpreting symbolic practices, such as ceremonies, rituals, stories, and language. These symbolic practices convey the organisation's values and beliefs and establish a shared identity among members.

Organizational culture theory also stresses the importance of the context in which culture develops. According to the authors, organizations are cultural systems that develop in a specific social and economic environment and are influenced by historical, political, and cultural factors.

### **Conceptual framework**

#### *Organisational learning*

Organisational learning may require significant cultural and structural change, and may face resistance from some members of the organisation. Ultimately, successful organizational learning requires a holistic approach that considers cultural and structural aspects and reflection and critical analysis processes.

#### *Organizational change*

This is very important as it recognizes the importance of adaptability and flexibility in organizations to respond to changing market demands. In addition, its approach highlights the importance of a planned and systematic process for change, which can increase the chances of successful organizational change.

#### *Organisational climate*

Organizational climate can be an early indicator of problems in the organization and a tool to identify areas for improvement. In addition, organizational climate can be a valuable resource for fostering employee collaboration, commitment, and motivation. It is important to remember that organizational climate can be influenced by external factors, such as the economic and social environment, and that employees' perceptions may vary depending on their individual experiences and personal background. Therefore, it is important to take a holistic approach and understand the different factors that influence organizational climate to intervene effectively and improve employee performance and satisfaction.

#### *Organizational behavior*

Organizational behavior is a valuable resource for organizations seeking to improve their performance and ability to achieve their strategic objectives. Various factors can influence it, and understanding these interactions can help organizations develop effective strategies to improve employee behavior and performance.

#### *Organisational communication*

Communication is a critical skill for success in any organization, as it helps to establish positive relationships between team members, foster collaboration and teamwork, and ensure that organizational goals are achieved. Furthermore, his approach emphasizes that effective communication involves transmitting information, active listening, and feedback.

#### *Organisational culture*

Organizational culture is a fundamental aspect of organizational life and human behavior in the work context. According to his theory, organizational culture is the shared values, norms, and beliefs that govern how people interact in organizations. Culture is created and maintained through communication and social interpretation of lived experiences in the work environment.

#### *Organisational identity*

It is a key element for cohesion and unity in organizations and can influence member satisfaction and commitment. In addition, his approach highlights the importance of considering both the internal perception of organisational identity and the public image of the organisation.

#### *Innovation*

It focuses primarily on the internal aspects of organizational innovation and does not necessarily address the external challenges that may affect the organization's ability to innovate. Innovation may require a deep understanding of the business and market environment and the ability to adapt and respond to changing market demands. Ultimately, successful innovation requires a holistic approach that considers both organizational innovation's internal and external aspects.



*Leadership*

Leadership is a critical skill for organizations today, and understanding the factors that influence effective leadership can help organizations select and develop effective leaders. In addition, Yukl's approach recognizes that leadership is a dynamic and constantly evolving process.

*Organisational values*

Values are a valuable resource for guiding organizational members' behavior toward common goals and creating a strong and coherent culture. However, it is also important to remember that values may be perceived differently by different people and that organizational values may evolve in response to changes in the external environment. Therefore, companies should be open to reviewing and updating their values regularly to ensure that they remain relevant and consistent with their strategy and objectives.

It recognizes the importance of adopting a holistic approach to understanding organizational behavior, considering individual and contextual factors.

**CONCLUSIONS**

This research showed that organizational culture is a fundamental component in the functioning and sustainability of the Dairy Association ASOLACC in El Contadero, Nariño. Through the analysis of the cultural elements that make up this organization—shared values, beliefs, attitudes, and behaviors—it is concluded that organizational culture has a direct influence on the performance of the associates, the perception of the workers about their work, and the image that the organization projects to the community.

One of the main findings is that ASOLACC's organizational culture is marked by values of cooperation, solidarity, and collective commitment, which have contributed to strengthening the association since its foundation. These elements have been key in the consolidation of an organizational identity based on associativity and collaborative production, which has been vital in facing economic and market challenges. However, negative aspects were also identified, such as resistance to change, lack of transparency in some administrative processes, and limited participation in decision-making, which limit innovation and internal efficiency.

Studies carried out at local, national, and international levels have shown that organizational culture significantly influences the capacity for innovation, adaptation, and market orientation. In this sense, ASOLACC can benefit from strategies to strengthen a more flexible and participatory organizational culture that promotes continuous training of its members, the incorporation of new technologies, and greater openness to change.

The socio-economic and cultural context of El Contadero also influences organizational dynamics. The local economy based on livestock and dairy farming, as well as the strong cultural identity of the population, shape an organizational culture that values the traditional but also faces challenges such as competition, modernization, and access to technological resources. This requires the association to build a culture that integrates both traditional knowledge and the demands of the modern environment.

In conclusion, for ASOLACC to strengthen its positioning and long-term sustainability, it is essential to recognize the central role of its organizational culture. This must be consciously managed, promoting those values that strengthen cohesion and performance and transforming those that limit growth. A thorough understanding of organizational culture improves the internal work climate and increases the organization's external effectiveness in its relationship with the community and the market.

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