



REVIEW

Organizational Culture Management in the Freight Transportation Sector: Diagnosis and Impact on Business Performance

Gestión de la Cultura Organizacional en el Sector de Transporte de Carga Masiva: Diagnóstico e Impacto en el Rendimiento Empresarial

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ABSTRACT

Introduction: the study focused on analyzing organizational culture in companies in the mass transportation sector, with the objective of identifying its fundamental traits and evaluating its impact on organizational performance. The importance of institutional values, beliefs and behaviors were considered as key components that determine corporate identity. Due to the health emergency, data collection was carried out by means of virtual questionnaires and review of corporate web pages, which made it possible to approach the current state of the organizations without face-to-face visits.

Development: during the research, a methodological approach was applied based on the contrast between the theoretical framework and the data collected in the field. It was evidenced that organizational culture directly influenced motivation, personnel commitment and the capacity to adapt to changes. In addition, relevant antecedents that supported the positive impact of a well-managed organizational culture in terms of productivity and internal cohesion were analyzed. Regulatory and structural elements of the national and regional context that have an impact on the freight transportation activity were also reviewed.

Conclusions: it was concluded that companies in the logistics sector strengthened their performance by implementing strategies that consolidated their organizational culture. Effective leadership, clear communication and the valorization of human talent were key. The study served as a diagnostic and strategic guide, useful for other organizations in the sector, demonstrating that organizational culture is an essential resource for growth, competitiveness and business sustainability.

Keywords: Organizational Culture; Freight Transportation; Leadership; Business Performance; Strategic Management.

RESUMEN

Introducción: el estudio se enfocó en analizar la cultura organizacional en empresas del sector transporte de carga masiva, con el objetivo de identificar sus rasgos fundamentales y evaluar su impacto en el rendimiento organizacional. Se consideró la importancia de los valores, creencias y comportamientos institucionales como componentes claves que determinan la identidad corporativa. Debido a la emergencia sanitaria, la recolección de datos se realizó mediante cuestionarios virtuales y revisión de páginas corporativas, lo que permitió aproximarse al estado actual de las organizaciones sin visitas presenciales.

Desarrollo: durante la investigación se aplicó un enfoque metodológico basado en el contraste entre el marco teórico y los datos recogidos en el campo. Se evidenció que la cultura organizacional influía directamente en la motivación, el compromiso del personal y la capacidad de adaptación a cambios. Además, se analizaron

antecedentes relevantes que sustentaron el impacto positivo de una cultura organizacional bien gestionada en términos de productividad y cohesión interna. También se revisaron elementos normativos y estructurales del contexto nacional y regional que inciden en la actividad del transporte de carga.

Conclusiones: se concluyó que las empresas del sector logístico fortalecieron su desempeño al implementar estrategias que consolidaron su cultura organizacional. El liderazgo efectivo, la comunicación clara y la valorización del talento humano fueron claves. El estudio sirvió como una guía diagnóstica y estratégica, útil para otras organizaciones del sector, demostrando que la cultura organizacional es un recurso esencial para el crecimiento, la competitividad y la sostenibilidad empresarial.

Palabras clave: Cultura Organizacional; Transporte De Carga; Liderazgo; Desempeño Empresarial; Gestión Estratégica.

INTRODUCTION

For the study of the Organisational Culture, it was necessary to measure essential aspects constituted by values, beliefs, and perceptions which were manifested in the organization through procedures, technology, rites, conducts, habits, and visible distinctive features such as a way of dressing, the physical structure of the company, its organization in general. It is for this reason that in the present investigation, an analysis of organizational culture is carried out due to its great importance in the regional, national, and international context that allows organizations to have greater coverage of the degree of conditioning to the corporate guidelines and values, increase in sales and a better image of the organization towards clients and the competition.^(1,2)

Considering that the sector covered is the mass transport sector, the organizational culture features of the companies belonging to this sector are identified to cover and determine the potential of the subject.^(3,4)

Initially, analysis and diagnosis of the current state of the companies of the sector of transport of massive load object of study was made using the application of an electronic questionnaire because, due to the norms of sanitary emergency, it was not possible the direct visit to the companies, determining this way key aspects of the organizational culture reflected and supported in addition in the information obtained in the corporate pages. The importance of the study is that it can be used as a reference for other companies and other research, and the respective analysis of their organizational culture can be carried out. Following this, fieldwork was carried out to apply the research instrument, using the characteristics of the research topic to be identified by asking questions later tabulated to demonstrate the organizational culture of the companies in the bulk cargo sector.^(5,6)

Finally, the specific objectives were developed by contrasting this work's theoretical framework with the evidence from the fieldwork to obtain conclusions and recommendations.⁽⁷⁾

DEVELOPMENT

REFERENTIAL FRAMEWORK

Background

Nationality

Title: analysis of the organizational culture of the company XYZ in the transport sector.

Authors: Sandra Paola Ortiz Tejada and José Luis Rodríguez Peña

Year: 2018.

City: Santa fé de Bogotá, DC Colombia

General Objective

The objective of this study is to analyze the organizational culture of the transport company XYZ, determine its critical components, and establish a proposal for improvement.⁽⁸⁾

Specific objectives

A diagnostic tool called IDCO is used to determine the variables that need improvement to strengthen the organizational culture and form a distinctive identity.

Conclusions

Once the Organisational Culture Diagnosis Tool has been applied in XYZ, it is corroborated that the company has indeed been affected by the drastic changes at the corporate level, causing its culture to be permeated as well. Faced with this situation, which is part of the challenges that companies must face today, it is inferred

that if management does not act with leadership, guiding the organization towards the achievement of its goals through assertive communication and implementing new and better strategies to motivate employees, this leads to a loss of organizational focus, identity and therefore a lack of clarity about the shared values and unique patterns of the company that make up a culture.^(9,10)

It is also concluded that not knowing this organizational culture or not making it visible within the company causes employees to lose interest in assimilating the company's vision and focusing their activities on achieving the corporate objectives. This visibly affects their performance and the results expected from these employees in the company. On a large scale, this can mean a significant loss in generating added value for the company and even the company's bankruptcy in the worst-case scenario.^(11,12)

Contribution

This work will provide significant contributions because it has the guidelines and studies required for the analysis of the organizational culture of companies, thus being a guide for its execution and subsequent adjustments and adjustments to the sector of analysis. One of the particular characteristics that stand out inside the investigation are the changes presented in the organizational structure in the company of transport XYZ since these were of great significance, for which they have impacted the internal conditions of the organizational structure to fulfill the objectives that were traced in the plan of extension, in addition, it was managed to increase the levels of operativity using the adoption of new strategic approaches that in the medium and long term will impel the growth of the company in the market.^(13,14)

National

Title: Organisational Culture as a fundamental factor for the development of companies in the logistics sector in Colombia.

Autor: Billdoney Santamaría Medina.

YEAR: 2016.

City: Bogotá DC.

General Objective

To analyze the impact and importance of the appropriate management of Organisational Culture in the business development of organizations in the logistics sector in Colombia.

Specific Objectives

- Identify the characteristics of organizational culture and its contribution to managing interpersonal relationships at the enterprise level.
- To analyze the development of strategies for applying organizational culture in Colombian companies in the logistics sector.
- To identify the impact of a good organizational culture on companies in the country's logistics sector.

Contribution

The previous work focuses its objective on the analysis and characteristics of Organisational Culture and its impact on the economy, also achieving the development of good interpersonal relationships that allow strengthening communication between collaborators inside and outside the company, and is of outstanding contribution since the organizational culture influences directly within organizations in terms of their achievement of objectives and internal relations.

Conclusions

To conclude, it can be established that the impact and importance of the appropriate management of organizational culture in the business development of organizations in the logistics sector in Colombia 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, obtaining a differential against quality and innovation, participation and cooperation on the part of employees.^(15,16)

On the other hand, the generation of satisfaction for employees and those involved in companies' internal and external relations will depend on the interest, commitment, motivation, and importance that workers find in their actions. Similarly, the behavior of employees may vary from one company to another according to the beliefs, habits, customs, histories, experiences, and ways of incentivizing that the organization possesses because they learn, become passionate, and participate according to what the leaders transmit and the choices regarding the type of focus or emphasis of the culture.^(17,18)

The guidelines and orientations that an organization possesses regarding the behavior, relationships,

attitudes, values, and principles of its employees have a positive impact on them to the extent that they are coherent, transparent, and handled adequately towards the members of the company because it is the collaborators who are in charge of carrying out the activities that will establish competence and a differential in the market and the services and products that it offers. They also defend the company's identity before the public through actions, communication, relationships, and results.^(19,20)

Contextual framework

Macro context

The Republic of Colombia is a social state under the rule of law, which is duly organized, decentralized, and enjoys the autonomy of its territorial entities. It is also a democratic, participatory, and pluralist country based on respect for human dignity, work, and solidarity of its people, which is contemplated in the political constitution of Colombia of 1991.^(21,22)

Colombia, whose capital is Santa Fe de Bogotá and whose national currency is the Colombian peso, is territorially divided into departments, municipalities, and districts; it also has special divisions comprising provinces and indigenous territorial entities and collectives. It should be emphasized that each of its members has autonomy in managing matters related to its jurisdiction and, in the case of the departments, whose main head is the governor, serves as an intermediary between the nation and the municipalities of the department.^(23,24)

The Republic of Colombia is located northwest of the South American continent. To the north, it borders the Republic of Panama and the Caribbean Sea, the east with the Republics of Venezuela and Brazil, the south with the Republics of Peru and Ecuador, and the west with the Pacific Ocean. Its territory has a continental surface area of 1 141 748 km², and when marine and submarine waters are added, 928 660 km², the total area is 2 070 408 km². The country has 32 departments and a capital district (Bogotá), with six major regions: Andean, Caribbean, Pacific, Orinoco, Amazon, and Insular. Colombia extends from 4° 13' 30" south latitude to 12° 27' 46" north latitude and from 66° 50' 54" west of the Greenwich Meridian east to 79° 0' 23" west of the same meridian in the west.^(25,26)

'The debt of the National Government of Colombia reached \$715 billion as of November 2021, as reported by the Ministry of Finance in its most recent report, which also stated that the obligation already reaches 65,3 % of the Gross Domestic Product (GDP) of the country, being a historical ceiling in the national finances'. It is worth noting that in October 2021, the debt totaled \$695 billion, which was, until then, the highest debt reached about GDP.^(27,28)

"According to the Minhacienda report, of the total obligation reported as of November 2021, 40,2 % corresponded to external debt. That is, some US\$71,784 million or 26,3 % of GDP. And domestic debt reached 39 % of GDP, amounting to \$427,78 billion. The debt saw its historic increase during 2020 to channel resources to meet the needs of the pandemic, thanks to the Emergency Mitigation Fund (Fome), fed with \$40,5 billion".^(29,30)

The National Administrative Department of Statistics (DANE), under the direction of Juan Daniel Oviedo, confirms that Colombia has 48 258 494 inhabitants, according to a national study and census, of which 51,2 % are women and 48,8 % are men. "Furthermore, the largest population in Colombia is between 14 and 18 years of age, which accounts for 26,1 % of the population. This is followed by people between 18 and 26 years of age, with 16 percent; those over 65 with 9,1 percent, and, finally, children between 0 and 5 years of age with 8,4 percent".^(31,32)

"Colombia's economy is also divided into essential sectors: the primary or agricultural sector, the secondary or industrial sector, and finally, the tertiary sector, which refers to the provision of different services. Each of these sectors comprises several economic activities which are differentiated from each other. In other words, the categories are divided according to the financial activities carried out in each one. This means that each sector has characteristics in common, possesses a unity, and differs from the other sectors precisely because of the above.

- The primary sector: also called the agricultural sector of the economy, comprises economic activities related to obtaining products and goods from the land through hard labor; in this sector, there is no transformation of the goods obtained. Activities such as agriculture and the agricultural industry, in general, make it possible to get products through planting and subsequent cultivation and harvesting. Agriculture changes according to its geographical position and impacts the production of different foods, such as potatoes in the Department of Nariño, Boyacá, Cundinamarca, and sugar cane in Valle del Cauca.
- Secondary sector: includes activities related to industry, which executes industrial procedures for transforming raw materials, goods, or merchandise into goods or products for consumption. Manufacturing plays a very important role in transforming such raw materials into finished and processed items to be marketed in the national and international economy.
- The tertiary sector: includes activities such as telecommunications, transport, medicine, education, commerce, tourism, government, finance, administration, and the health sector.



Source: <https://www.mapainteractivo.net/fotos/mapa-fisico-de-colombia.html>

Figure 1. Map of Colombia

‘Even though the pandemic was not a reason to cease operations inland freight transport, it equally affected the figures in the economy, according to Information obtained in 2020 by the Federation of Freight Transport Entrepreneurs (Fedetranscarga) concluded that there was a reduction of 8,1 % in the volume mobilized, represented in 9,5 million tonnes less than in 2019.’

In this way, transporters mobilized more than 108,7 million tonnes of cargo during 2020, while in 2019, before the pandemic, the total amount of freight mobilized in tonnes was 118,30 million. ^(37,38)

In this regard, Henry Cardenas Cruz, president of Fedetranscarga, said, “The situation in 2020 for the freight transport sector was positive despite the reduction in tonnes compared to 2019. We mobilized a lot of work in the industry, and something that moved the economy very well for the reactivation was the Ministry of Transport’s plan for the renewal of the vehicle fleet. That was extremely important. Regarding the main origins and destinations in terms of the number of trips and loads, the report indicates that they are in the logistics and production centers related to capital cities, highlighting, for example, municipalities such as Yumbo, Buenaventura, Funza-Bogotá, Cali, Cartagena, Medellín, and Barranquilla. ^(39,40)

According to the National Administrative Department of Statistics (DANE), “it represents about 3,9 % of the Gross Domestic Product (GDP) (at constant prices). In this sense, its relevance is recognized in the National Development Plan (PND) 2018-2022 Pact for Colombia: Pact for Equity, Pact for Transport and Logistics for Competitiveness and Regional Integration, which sets out the strategies for developing the sector for four years.” ^(41,42)

Micro-context

San Juan de Pasto is located in the Southwest of Colombia, capital of the department of Nariño. The city is characterized by greater dynamism in companies within the activities of the service, commerce, and agricultural sectors. Therefore, it has generated business development a little slower compared to other cities such as Bogotá, Medellín, Barranquilla, Pereira, Bucaramanga, and Cali, which have companies that require higher standards of quality and productivity to be competitive in the market and are mainly achieved through

logistics applications and management in the supply chain. "Pasto, known as the Surprise City of Colombia, has trade and services as its main economic activity. And given its rich Andean culture, it has been recognized by UNESCO as a Cultural and Intangible Heritage of Humanity for its great Carnival of Blacks and Whites".

Its people, magical cultural and natural wealth, and competitive potential make Pasto a magical place to enjoy and develop strategic projects with regional, national, and international potential.^(43,44)

The commercial sector in San Juan de Pasto has some enterprise resource planning systems. Still, some of them are inefficient because they have little control, derived from the scarce knowledge of the need to testify the logistic processes in all the company's operations.^(45,46)

Taking into account that each company in the logistic sector and of massive load counts in a certain way with its different ideologies essences that make part of its organizational culture, it becomes necessary and relevant at the same time to bring to mention a topic of great importance that nowadays must be part of the organizations in search of a better performance inside the same one and out of her with the external client, as it is the development of organizational culture according to the organizations that allow it to grow, to fortify, to fortify the relations between the economic agents that integrate it. As the capital of the department of Nariño, it has become the center of economic, political, and social activity in the region.

The cultural and historical particularities, conditioned by a special geographical territory, make the southwest of Colombia have an affinity with the north of Ecuador, with whom it maintains important commercial relations and population movement.

Like the other departments, showing dynamism despite what was to come, this dynamism is reflected in sectors such as tourism obtained in the carnivals of banks and blacks during January and where the economy stabilizes and harmonizes, creating interaction reactivating bars, restaurants, hotels, trade, and others. Later, the preparation of festivities was reflected in March and April during the Holy Week season, when the department of Nariño became a very popular destination for its architectural and theological richness required by tourism, was affected by the global pandemic situation and in March 2020 the country entered into preventive isolation, forcing all that economic dynamism that in many cases was affected, to close all establishments except restaurants, supermarkets and pharmacies that being necessities had a slight affectation.^(47,48)

The hotel sector has been one of the most affected in this sub-sector of the economy; according to COTELCO, the industry is at its lowest occupancy point in history. 'According to the figures of this guild, in the week from 7 to 15 March this year, hotel occupancy in Colombia was 49,8 %, which implies a drop of 6,6 percentage points; the week from 7 to 15 March this year, hotel occupancy in Colombia was 49,8 %, which implies a drop of 6.6 percentage points, a figure not observed since 2002'.^(49,50)

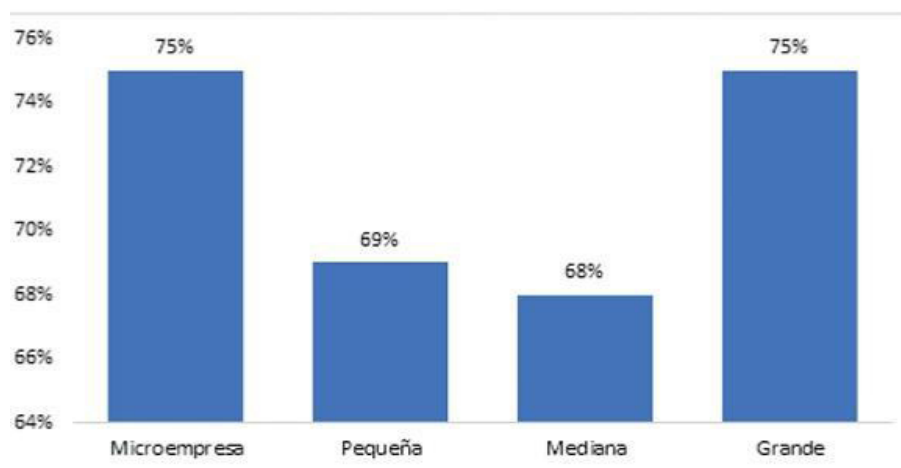
Demonstrating that the income of these establishments has decreased by 11,4 %, which translates into an economic loss of 140 000 million pesos due to the effect of cancellations, accommodation reservations, and events, according to a COTELCO report.^(51,52)

'The Pasto Chamber of Commerce is one of the institutions that continuously monitors the economic situation of the region and works for the creation of strategies that allow constant support to entrepreneurs through training, business shows, and participation in investment funds, allowing to mitigate in some way the problems caused by the impact of the coronavirus,' all with the support of government agencies and national government. During the year 2020, monitoring of the impact of Covid 19 in the jurisdiction of the companies of the Chamber of Commerce of Pasto to demonstrate through statistical reports with a series of questions aimed at entrepreneurs and analyze the impact within that survey is evident an uncertain outlook about the future of business and also denotes that companies have had a deficit in their accounts payable and have had to change its name, it should be noted that 70 % of companies can not perform their economic activity remotely and forces 30 % to maintain activity in its operation.^(53,54)

"The jurisdiction of the San Juan de Pasto municipality is mentioned, contextualized in article 38 of decree 622 of 2000. This is where 41 of the 64 towns of the department of Nariño come together, which are within the chamber's jurisdiction, making it the focus of commercial and business activity and creating strategies for regional economic growth, seminars, and the promotion of entrepreneurship.^(55,56)

About the analyses and studies carried out by the Chamber of Commerce, the second economic report by covid 19 is cited, where studies on the decrease in sales revenue during the pandemic are evidenced and where it is indicated that: "The actions that have been implemented around the health emergency have directly affected businesses in Nariño. According to the study, 98 % of the companies have registered decreases in their sales revenues by an average of 72 %. In the case of microenterprises, losses averaged 75 %, and in many cases, the reductions were as high as 100 %.^(57,58)

According to the analysis of the logistics sector of massive cargo transport and different investigations for its development, it is necessary to apply and concentrate on an ideal and adequate organizational culture, which all companies in the various sectors of the economy enjoy. Thanks to this inclusion and strengthening, they are widely benefited in their human capital and in achieving organizational objectives.^(59,60)



Source: https://www.ccpasto.org.co/wp-content/uploads/2020/10/Impacto-econ%C3%B3mico-por-covid-19-en-Nari%C3%B1o_Edicion_2-1.pdf

Figure 2. Loss of sales revenue in companies in Nariño

Historical Review

The history of transport in Colombia dates back to 1905, when, under the presidency of General Rafael Reyes, the Ministry of Public Works and Transport was created. The Ministry of Public Works and Transport was clearly intended to attend to national assets such as mines, oil, railways, roads, bridges, and others.

'The Ministry of Transport is the head of the Transport Sector, which is made up of the Ministry, the National Roads Institute (INVIAS), the National Infrastructure Agency (ANI), the Special Administrative Unit of Civil Aeronautics (AEROCIVIL), the Superintendence of Ports and Transport (SUPERTRANSPORTE) and the National Road Safety Agency (ANSV).'^(61,62)

These works were carried out in the middle of the 20th century under the norms defined at the time and which endorsed the construction and conservation of highways and roads; during this time, the districts of public works, the company National Railroads of Colombia, the Direction of Transport and Tariffs were created, giving origin to the National Institute transit. 'In the second half of the 20th century, the toll system was applied with the clear objective of financing civil works, creating the Highway Police to monitor and control traffic on national roads; the company Puertos de Colombia; the Fondo de Caminos Vecinales to attend to the construction and improvement of roads and bridges; and the Fondo Vial Nacional to finance civil works with resources generated by fuel taxes'.^(63,64)

By 1993, the national government saw the need to restructure and modernize this entity, thus becoming the Ministry of Transport. The ministry developed important projects of transcendence through the construction of roads, tunnels, and bridges, improved the conditions of service and safety at airports, and constantly worked on the adaptation and maintenance of waterways and maritime routes.^(65,66)

The transport sector has played a fundamental role in world economies, especially in the Colombian economy, since, thanks to its process, it has contributed mainly to development, globalization, and competitiveness, thus allowing the optimization of production processes. It is here when the tertiary sector to which the research work belongs gains strength and where the need to give greater dynamism to the economy within one of the most influential sectors in the department of Nariño is born. The development of this sector brings more benefits to the different guilds and trade establishments among which we can mention the infrastructure, fuel, spare parts, and transport assistance services, among others, giving the economy that dynamism and, as has been shown in several studies, provide a significant development and growth of a country as is the creation of access roads.^(67,68)

Legal Framework

Norms and laws that regulate the transport of load in Colombia

Taking into account the normativity of the different companies at the national level and especially to its economic activity and by which they are governed strictly to other norms, laws, decrees, and codes in the different activities of the company and the legal obligations that the employers have with their human capital, it is necessary to bring to the present investigation the laws that regulate the transport of massive load in Colombia, to be able to be to the day as far as all normativity required in the means and that are reflected next and grouped according to their nature, and that within the legal frame, it is possible to emphasize the importance that has the normativity of traffic according to the regulation of the national Code of traffic. Law 769 of 2002, 'The rules of this Code apply throughout the national territory and regulate the circulation of

pedestrians, users, passengers, drivers, motorcyclists, cyclists, traffic agents, and vehicles on public or private roads that are open to the public, or on private roads, where vehicles circulate internally, as well as the actions and procedures of the traffic authorities', thus expressing its rationale and applicability in this research project.^(69,70)

There are trained and qualified personnel in the fulfillment of traffic and mobility functions, which will be regulatory and sanctioning. Their actions should be oriented towards prevention and technical and human assistance to road users. For this reason, traffic authorities shall ensure the safety of people on public and private roads, as well as in the streets of Colombia.

Chapter 2: traffic authorities: the following are traffic authorities in their order:

- The Ministry of Transport.
- The Governors and the mayors.
- The departmental, municipal, or district traffic bodies.
- The National Police, in its specialized bodies of urban traffic police and road police.
- The Police Inspectors, Traffic Inspectors, Corregidores, or whoever takes their place in each territorial entity.
- The General Superintendence of Ports and Transport.
- The military forces to comply exclusively with the provisions of paragraph 5 of this article.
- The agents of Transit and Transport.

Within the regulations of cargo transport, it is essential to talk about the conditions, dimensions, and permits, which is why in law 769 of 2002, clarification and emphasis are made in the following articles that speak of it Article 28. Technical-Mechanical, Gas, and Operating Conditions. For a vehicle to travel through the national territory, it must guarantee at least the perfect functioning of the brakes, the steering system, the suspension system, the system of visual and audible signals allowed, and the exhaust system; demonstrate an adequate state of the tires, the set of safety glass and mirrors, and comply with the gas emission standards established by the environmental authorities.^(71,72)

Article 29: regarding dimensions and weights, for which vehicles shall be subject to national and international standards.

"Article 32: conditions of the load: this refers to the proper labeling and packaging of the goods by national technical standards and their security measures.

Article 33: loading permit: the Ministry of Transport defines the license for handling extra-heavy and extra-dimensional loads and the vehicles' specifications.

To cover the legal framework of the present research, it is necessary to compile the information contained within Decree 1079 of 2015, Single Regulatory Statute of the Transport Sector, with the aim of unifying and rationalizing the regulations issued by the National Government for the fulfilled execution of the laws of the transport sector; in addition, using this decree in Book 1, the Ministry of Transport is located as the main head of the transport sector with its primary objective and power over other sectors included within it.^(73,74)

"Art 1.1.1.1.1. Ministry of Transport: the Ministry of Transport has as its primary objective the formulation and adoption of the policies, plans, programs, projects and economic regulation in the matter of transport, transit, and infrastructure of the modes of road, marine, fluvial, railway, and air transport and the technical regulation in the matter of transport and transit of the road, marine, fluvial and railway modes".

In the same way that the previous normativity is emphasized in the different norms, decrees, and resolutions that are source within the theoretical frame for the present investigation, and, in addition, they concentrate terms referring to the qualities of the vehicles like trucks, tract trucks, articulated truck among others; in addition definitions as far as measures of the same ones.⁽⁷⁵⁾

According to the content of "Resolution 13791 of 21 December 1988. By which the limits of weights and dimensions of cargo vehicles for normal operation are determined by which the limits of weights and dimensions of cargo vehicles for normal operation on the country's roads are determined".

It should be noted that within the tertiary sector, especially in the mass cargo transport sector, the different procedures to be applied to develop the companies' commercial activity or company name play a fundamental role. For this purpose, within the 'Agreement 050 of October 14, 1993, which establishes the procedure for the procedures related to the national registration of trailers, semi-trailers, multi-trailers, and similar, the formats S.C.T N 03566 of December 3, 1991, are adopted', 'Agreement 050 of October 14, 1993, by which the procedure for the procedures related to the national registration of trailers, semi-trailers, multi-trailers and similar are established, and the formats S.C.T N 03566 of December 3, 1991 are adopted'. By this, the territorial directors are authorized to issue special and transitory permission to the owners of trailers, semi-trailers, multi-modular, and similar to transit the country's roads without plate, thus applying to law exceptions and circulating freely. The requirements to duplicate plate registration and inventory of trailers, as the power of the National Institute of Transport and Transit to perform the various procedures, with the clarification that today is an activity that

the Ministry of Transport performs, as the former is an extinct entity.⁽⁷⁶⁾

Colombian national transport regulations govern the transport of massive cargo. The relevant permits are issued for the mobilization of cargo on national roads, as well as the characteristics of the cargo mobilized and for which in 'Resolution 777 of 14 February 1995, by which a function is delegated and the requirements and procedures are established to grant or deny permits for the transport of extra heavy and extra-dimensional cargo, on national roads in charge of the National Institute of Roads'.⁽⁷⁷⁾

For the development of social reason, the companies of load transport must be girded under the norms of mobilization of load by the roads of Colombia by means of the contract of transport as it contemplates it, the "Decree 1910 of the 21st of October of 1996, by which the contract of transport is partially regulated load and other dispositions are dictated."⁽⁷⁸⁾

Article 1: the transport company must give timely and detailed notice to the consignee, by a suitable means, on the arrival of the cargo at the place of destination".

According to the Code of Commerce, it defines the contract of carriage in its Article 981.

Transport is a contract that one of the parties undertakes to the other, in exchange for a price, to drive from one place to another, by a specific means and within a fixed period, persons or things and to deliver them to the consignee. The contract of carriage is perfected by the mere agreement of the parties and is proved by the legal rules". Thanks to its endorsement and legal backing, and if the contract or any of its clauses is ineffective and services have been performed, the judge's intervention may be requested to prevent one party from enriching itself at the expense of the other.

On the other hand, cargo companies must comply with requirements and responsibilities about their corporate name, the delivery times of goods to their destination, and indemnities for failure to abide by the responsibilities agreed in the transport contracts, as defined in "Article 6. The transport company will respond and indemnify for the damages caused to the owner or possessor with which it has celebrated a contract of connection by omitting or nonfulfilling the obligations agreed in the contract and duties established in the law".

According to the introductory provisions of the transport sector and as regulatory precepts by which authority is established and which must be complied with according to their scope, 'Law 195 of 1993 dictates basic provisions on transport, redistributes competences and resources between the Nation and the Territorial Entities, regulates planning in the transport sector and dictates other provisions'. Article one refers to the integration of this sector headed by the Ministry of Transport with the agencies attached to the Maritime Directorate of the Ministry of National Defence to create transport policies and agencies related to this activity based on national laws and decrees such as "Law 336 of 1996 which aims to unify the principles and criteria that will serve as the basis for the regulation and regulation of public air, maritime, river, rail, mass and land transport and its operation in the national territory".

With all the previous things and like part of the present work of investigation and extending the understood thing within the legal frame of the same one, and by which this economic activity is regulated under the guidelines and conditions of qualification and benefit of the service like such, the public service of terrestrial automotive transport of load is regulated; using the present article defined by the Decree 173 of 2001.

Article 1: object and principles: the present decree has as its object of regulating the qualification of the companies of Public Terrestrial Automotive Transport of Load and the benefit on the part of these of an efficient, safe, opportune, and economical service under the basic criteria of fulfillment of the guiding principles of the transport, like that of the free competition and that of the private initiative, to which only the restrictions established by the law and the International Agreements will be applied.

It is necessary to talk about the mobilization and transport of massive cargo, which must contain a specific type of documentation required for its mobilization through the different national roads and highways. For this purpose, reference is made to particular resolutions that endorse its corporate purpose, such as the following:

'The purpose of this resolution is to initiate the transition for the adoption of the National Register of Transport of Cargo Dispatch - RNTDC, to establish the single format of electronic cargo manifest, the technical sheet for its preparation and the control mechanisms, and it applies to the public service of motorized land transport of cargo according to the current regulations.'

'Electronic Cargo Manifest: is the document issued by the companies of public service of land automotive transport of cargo, using electronic means, which covers the transport of goods before the different authorities; therefore, the driver of the vehicle must carry it during the entire route, which serves as Cargo Manifest.'

As they belong to the tertiary sector and especially mass cargo transport and handling of vehicles such as trailers, tractor-trailers, and trucks, among others, they must be governed in addition to the legal procedures for the use of the driver's license according to the category of the vehicle for unrestricted movement on national roads and that according to the "National Decree 019 of 2012, Article 195 establishes that the driving license shall enable its holder to drive motor vehicles by the categories established for each modality by the regulations adopted by the Ministry of Transport, clearly stipulating whether the driver is a public or private service driver".

‘Article 196 regulates the requirements for a person linked to the company to obtain a driving license for motor vehicles’.

With the previously exposed thing, the complexity of the legal frame of the terrestrial transport of load is left in evidence since it is a relevant economic activity and dynamizes the national economy, that under the strict norms and laws of obligatory fulfillment, guarantees good performance and development of its economic activity, offering significant benefits to the companies, the collaborators and the development of the region.

As a general and global rule, the means of transport must maintain specific guidelines and standards within which the life and integrity of the driver and his passengers are guaranteed. However, in the case of massive cargo transport, the storage and transport of the same must be considered under different guidelines. It is essential to emphasize the proper use of the safety elements of the vehicles as defined by the ‘Resolution 19200 of 2002, which regulates the use and installation of seat belts by Article 82 of the National Land Traffic Code’, and that in the:

Article 2: the safety belts worn by vehicles traveling on national roads, including urban roads, must comply with the technical, fastening, or anchorage characteristics set out in the Icontec NTC-1570 standard or the standard that modifies or replaces it.

Article 3: using seat belts is mandatory for all motor vehicles. The driver and user of seats with seat belts installed shall use them in an appropriate manner during normal driving of the vehicle in such a way as not to restrict the freedom of movement of the driver and user and to reduce the risk of bodily injury in the event of an accident.

Storage Regulations

A relevant and essential aspect of the development of the activity of mass cargo transport is the safety regulations regarding the storage of goods. These regulations are based on risk assessment and accident prevention. “The rules of any work environment are joined by specific measures for the warehouse, a place in which strict logistical standards must govern due to its particularities of handling goods and the use of forklifts, hydraulic jacks, and industrial safety elements for work involving imminent risks.

In this research work, some of the most critical safety regulations for warehousing are discussed:

Aisle circulation rules

The circulation in the aisles must be well regulated to avoid collisions and collisions, they must be made known to the workers, and they must be respected to avoid accidents; among the most basic safety measures to be implemented include:

- The width of the aisles: must be sufficient for machines to move safely and for the transport and handling of goods to be carried out without problems; consideration must also be given to turns and, mainly, the crossing area of the aisles, which must be well signposted to avoid collisions.
- Exclusive lanes for the movement of people: establish safe aisles without vehicles.
- Unobstructed: keep aisles clear, and do not leave goods or any other material in a passageway.
- Signposting of unevenness.

Correct handling and storage of goods

It is imperative that loads are handled and stored balanced and well secured to prevent them from falling down or detaching part of the goods.

‘In addition, the storage systems must be appropriate for each of the loads, which is why it is necessary to have metal racking for warehouses or pallet racking systems; both pallets and any other type of load must be correctly positioned on the racking beams to prevent them from falling, and the maximum load weight must never be exceeded.’

Emergency exits

Emergency exits must be well signposted, free of obstacles, and, above all, ready to fulfil their function in the event of an evacuation.

Good ventilation and lighting

As in any working environment, good ventilation and lighting ensure that work can be done in good conditions. This is why ample lighting is necessary to avoid eye fatigue and to allow work to be carried out correctly when required.

Personal Protective Equipment

Warehouse workers must sometimes use Personal Protective Equipment (PPE), which will be provided depending on their tasks and the risks to which they are exposed; the most common are protective footwear

(often with reinforced toecaps to mitigate possible blows), gloves and helmets to protect the head.

Risk prevention

Finally, we must always insist on preventing occupational hazards and complying with these measures to reduce workers' exposure to these threats. In a warehouse, it is crucial to study and detect these risks, as they may be different depending on the type of product stored (toxic, flammable, large-scale, etc.), the type of work (whether machinery is involved or everything is done manually), and the type of warehouse and its characteristics.

"It should be borne in mind that it was not until 1979 that the National Government, through the Ministry of Labour, issued Resolution 2400 of 1979 on the minimum industrial safety requirements for companies and organizations. From this moment on, and Resolution 2400 of 1979 onwards, new norms (decrees, resolutions) began to emerge that seek to regulate various issues under the industrial safety regulations".

According to the decree issued by the Ministry of Labour and Social Protection, the legal representative and the company are obliged to comply with different health and workplace requirements. It should be noted that these rules and obligations are reciprocal with training and induction policies on occupational hazards that create a synergy where the organization will gain.

Article 2: the obligations of the employer are:

- To comply with the provisions of this Resolution and other legal standards in Medicine, Hygiene, and Industrial Safety, to develop its regulations, and to enforce workers' Occupational Health obligations that apply to them.
- To provide and maintain an occupational environment with adequate hygiene and safety conditions, according to the norms established in this Resolution.
- To establish a permanent medical service of industrial medicine in those establishments that present greater risks of accidents and occupational diseases, in the opinion of those in charge of Occupational Health of the Ministry, duly organized to practice to all its personnel the psychophysical examinations, periodic examinations and medical-labour advice and those that are required according to the circumstances; in addition to keeping a complete medical-social statistics.

Substantive Labour Code

The legal framework of this research is based on the guidelines of the Substantive Labour Code, a compilation of rules that came into force in Colombia in 1950, which seeks to intervene and regulate the relationship between employee and employer. The word work, according to art. 5 of the CST, should be understood as follows: 'any free human activity, whether material or intellectual, permanent or transitory, which a natural person consciously performs in the service of another and, whatever its purpose, provided that it is carried out in the execution of an employment contract.'

Article 57: special obligations of the employer: the following are special obligations of the employer:

To place at the disposal of the workers, unless otherwise stipulated, the appropriate tools and raw materials necessary for the performance of the work.

To provide workers with suitable premises and adequate means of protection against occupational accidents and diseases in such a manner as to reasonably ensure safety and health.

Immediately render first aid in case of accident or illness. For this purpose, in any establishment, workshop, or factory that habitually employs more than ten (10) workers, the necessary facilities shall be maintained by the regulations of the health authorities. Pay the agreed remuneration in conditions, periods, and places.

To maintain absolute respect for the worker's personal dignity, beliefs, and feelings.

CONCLUSIONS

The present investigation allowed us to understand the relevance of organizational culture in the performance and sustainability of companies in the sector transporting massive loads, especially in contexts like San Juan de Pasto. Through the analysis, it became evident that the organization manifested not only in the values and beliefs shared by employees but also in the procedures, symbols, and behaviors that constitute the organization's identity. Organizations need a solid and well-structured culture that positively impacts the working environment, productivity, adaptability to change, and, in general, the company's competitiveness in the market.

It is concluded that companies in the transport sector that strengthen their organizational culture through effective leadership, assertive communication, and recognition of human capital achieve greater alignment between their strategic and operational objectives. In this sense, an appropriate organizational culture facilitates internal cohesion, boosts employee motivation, and fosters a sense of belonging, which are essential to facing external challenges such as pandemics, economic instability, or regulatory changes.

Furthermore, the study highlights that ignoring or neglecting organizational culture can have negative

consequences, such as loss of identity, decreased performance, and disengagement of human talent in achieving organizational goals. This disconnection has a direct impact on the efficiency of operations, customer service, and the company's image in the eyes of its stakeholders.

Finally, this work is a valuable contribution for the companies analyzed and other organizations in the sector, as it provides a precise diagnosis of the current state of their culture and offers guidelines that can be replicated to strengthen this strategic component. Organizational culture, far from being an abstract element, is a tangible management tool that, if correctly oriented, drives organizational development, strengthens internal relations, and projects a solid image in the local and globally competitive environment.

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FINANCING

None.

CONFLICT OF INTEREST

Authors declare that there is no conflict of interest.

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