

SHORT COMMUNICATION

Business Strengthening through Organisational Design at Titan Supermarket

Fortalecimiento Empresarial a través del Diseño Organizacional del Supermercado Titán

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Cite as: Arroyo Ceballos, C. J., Daza Cabrera, L. F., Torres Villalobos, A. M., & Solarte Solarte, C. M. (2023). Business Strengthening through Organisational Design at Titan Supermarket. *Edu - Tech Enterprise*, 1, 30. <https://doi.org/10.71459/edutech202330>

Submitted: 20-05-2023

Revised: 17-09-2023

Accepted: 25-12-2023

Published: 26-12-2023

ABSTRACT

The study conducted on the Titan Supermarket, located in the city of Pasto, focused on organisational design as a key tool for improving its internal structure and adapting to a competitive business environment. Based on an organisational diagnosis, deficiencies were identified, such as the absence of job descriptions, hierarchical disorganisation, and limited internal communication. These shortcomings were attributable to empirical management based on experience rather than structured models. Based on the theories of Chiavenato (2004), an organisational model was proposed that included the creation of a functional organisational chart, job descriptions, the development of administrative manuals, and the establishment of formal communication channels. The contributions of Ballesteros and Ballesteros (2018) on the importance of logistics and Raffino (2019) on hierarchical structure were also highlighted. The methodology used, based on Hernández et al. (2010) and Méndez (2019), included document analysis and interviews. The proposal was framed within the legal regulations in force in Colombia, such as Law 100 of 1993 and decrees related to occupational health and safety. It was concluded that the implementation of the organisational design would strengthen the working environment, increase operational efficiency, improve customer service and contribute to the company's positioning in the local market. Furthermore, it was considered that the positive impact would be reflected not only within the organisation but also in the community of Pasto.

Keywords: organizational design; hierarchical structure; functions; logistics; labour regulations.

RESUMEN

El estudio realizado sobre el Supermercado Titán, ubicado en la ciudad de Pasto, se enfocó en el diseño organizacional como una herramienta clave para mejorar su estructura interna y adaptarse a un entorno comercial competitivo. A partir de un diagnóstico organizacional, se identificaron deficiencias como la ausencia de manuales de funciones, desorganización jerárquica, y una comunicación interna limitada. Estas falencias fueron atribuibles a una gestión empírica basada en la experiencia y no en modelos estructurados. Con base en las teorías de Chiavenato (2004), se propuso un modelo de organización que incluyó la creación de un organigrama funcional, descripción de cargos, elaboración de manuales administrativos y establecimiento de canales de comunicación formal. Se destacaron también los aportes de Ballesteros y Ballesteros (2018) en cuanto a la importancia de la logística y de Raffino (2019) sobre la estructura jerárquica. La metodología empleada, sustentada en Hernández et al. (2010) y Méndez (2019), incluyó análisis documental y entrevistas. La propuesta se enmarcó dentro de las normativas legales vigentes en Colombia, como la Ley 100 de 1993 y los decretos relacionados con seguridad y salud laboral. Se concluyó que la implementación del diseño organizacional fortalecería el clima laboral, aumentaría la eficiencia operativa, mejoraría la atención al cliente y contribuiría al posicionamiento de la empresa en el mercado local. Además, se consideró que el impacto positivo se reflejaría no solo en el interior de la organización, sino también en la comunidad de Pasto.

Palabras clave: diseño organizacional; estructura jerárquica; funciones; logística; normativa laboral.

BACKGROUND

Organizational design is an essential tool for establishing the basis for a company's structured operation, especially in contexts of increasing competition and consumer demand. In the case of the Titan Supermarket, located in the city of San Juan de Pasto, Colombia, the implementation of an appropriate organizational design has been considered a strategic necessity to achieve operational efficiency, improve internal communication, define clear functions, and drive business growth in a highly changing environment.

This paper presents the rationale, benefits, and proposal of an organizational design for Supermercado Titan based on management theories, research methodologies, and relevant legal principles. It uses contributions from key authors such as Chiavenato (2004), Ballesteros and Ballesteros (2018), Briones (1999), and Raffino (2019), among others, to structure a theoretical and methodological basis that allows for effective implementation.

Idalberto Chiavenato (2004) proposes a classic division of the administrative process into four essential functions: planning, organization, management, and control. These functions constitute the backbone of any effective organizational design, as they allow the alignment of resources and efforts toward corporate objectives. In the case of Titan Supermarket, these functions must be applied through clear delineation of roles, efficient allocation of human and material resources, and establishing lines of authority and communication.

According to Raffino (2019), organizational structure is the hierarchical model that facilitates the administration of business activities. This structure should contemplate the hierarchy, roles, and responsibilities of each member within the organization. In this way, ambiguities are eliminated, and a cooperative and efficient working environment is fostered.

In their study on logistics management, Ballesteros and Ballesteros (2018) highlight that a well-structured organization optimizes the flow of goods, services, and information, favoring the fulfillment of customer expectations and the company's competitiveness. In a supermarket like Titan, internal logistics and purchasing management are fundamental to guaranteeing the availability and quality of the products offered.

Hernández, Collado, and Baptista (2010) and Méndez (2019) highlight the importance of a structured research methodology for diagnosing a company's current situation and formulating proposals for improvement. The methodology employed in this study included documentary analysis, employee interviews, and direct observation of the supermarket's operational processes.

Briones (1999) stresses that social research enables understanding the cultural and organizational contexts that affect people's behavior within an institution. In this case, Pasto's local context and its business environment's particularities were considered in the analysis.

The internal analysis carried out at Titan Supermarket identified several organizational weaknesses: the absence of function manuals, confusion in staff responsibilities, poor internal communication, and a lack of a formal hierarchical structure. These weaknesses have led to duplication of functions, demotivation of staff, and under-utilization of resources.

It was also identified that the company operates empirically, guided by the manager's and some former employees' experience. Although this has kept the business running, it limits the possibility of growth, standardization, and long-term projection.

The proposed organizational design contemplates creating a functional organizational chart in which hierarchical levels are clearly established: general management, functional areas (logistics, sales, accounting, human talent), and operational roles. Each position will have a job description, job profile, and lines of supervision and coordination. It is also proposed that administrative manuals, such as the manual of functions and procedures, be prepared to serve as guides for the entry of new personnel and for evaluating the performance of current human resources. These manuals should be reviewed and updated periodically.

It is also recommended that an internal communication system be established through weekly meetings, suggestion boxes, and digital channels to foster collaborative work and resolve conflicts in a timely manner.

The organizational proposal should be in line with national regulations, such as:

1. Law 100 of 1993 guarantees social security for employees.
2. Decree 3075 of 1997, related to sanitary conditions for food handling.
3. Resolutions 1409 of 2012 and 312 of 2019 on occupational health and safety conditions.

The incorporation of these legal provisions not only ensures regulatory compliance, improves labor welfare, reduces the risk of sanctions, and strengthens the supermarket's institutional image.

The implementation of the organizational design will enable Titan Supermarket to:

1. Improve the work climate by providing defined and fair roles.

2. Increase operational efficiency by eliminating redundant tasks.
3. Optimise customer service by establishing standardized procedures.
4. Support business growth through structured planning.
5. Comply with legal and health requirements.

Organisational design represents a fundamental tool for strengthening the internal structure of the Titan Supermarket and positioning it as a commercial reference in the city of Pasto. By applying administrative theories, a rigorous research methodology, and compliance with the Colombian legal framework, it is possible to establish an efficient, modern organization adapted to the demands of the current market.

The proposal will benefit the owners, employees, and the community by offering quality, responsible, and competitive service. By implementing the organizational model proposed here, Titan Supermarket is expected to achieve sustainable growth and become a leading company in the regional commercial sector.

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FINANCING

None.

CONFLICT OF INTEREST

None.

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