

## ORIGINAL

### Study of the organisational culture of the company (Contadero Dairy Association) ASOLACC in the municipality of El Contadero

### Estudio de la cultura organizacional de la empresa (Asociación de lácteos Contadero) ASOLACC del municipio de El Contadero

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## ABSTRACT

**Introduction:** this study focuses on the organisational culture of ASOLACC, a company located in the municipality of El Contadero, with the aim of evaluating how this culture affects its performance, competitiveness, and productivity. Organisational culture, which includes unwritten rules, values, traditions and shared behaviours, plays a fundamental role in shaping the company's identity, its way of working, decision-making and interpersonal relationships. Organisational culture acts as the "glue" that binds employees together and guides their behaviour. It is a set of norms and values that influence how tasks are performed, how decisions are made, and how conflicts are resolved. A strong organisational culture can motivate employees, improve communication, and foster a collaborative work environment. On the other hand, a weak or conflictive culture can lead to misalignment of objectives and reduce the organisation's effectiveness. At ASOLACC, organisational culture may be influencing performance in a variety of ways. A culture that promotes innovation and continuous improvement can lead to increased productivity and adaptation to market changes. The knowledge generated from this research aims to provide recommendations and suggestions that can be used by ASOLACC to strengthen its organisational culture, optimise its competitiveness, and increase its productivity. These recommendations could include strategies to foster more open communication, encourage employee participation in decision-making, and promote values that align individual interests with organisational objectives and their positive impact on the local community. This section provides a detailed description of the Organisational Culture project, which aims to understand how this culture influences its performance as an organisation and its ability to improve competitiveness and increase productivity. Research problem: The research topic is organisational culture, and based on this, several subheadings related to the topic are presented. The general objective and specific objectives are also included. Reference framework: this is made up of the background, which reviews some previous research related to the organisational culture of dairy associations and companies. It also includes a theoretical section that cites some authors related to the main topic. It has a conceptual framework that defines key concepts such as competitiveness and increasing productivity, among others, and finally, there is the legal framework that refers to current regulations.

**Method:** the method that will be used in this research will be empirical-analytical and consists of identifying a problem, presenting a respective hypothesis, and thus carrying out an analysis. To study organisational culture, the empirical-analytical method may involve direct observation of the members of the organisation in their daily interactions, as well as interviews and surveys to obtain information about the type of organisational culture that the association has.

**Results:** the main results obtained were described, including a diagnosis of organisational culture, a SWOT matrix identifying important factors for ASOLACC, possible factors that influence organisational culture, and finally, some strategies that could improve organisational culture, together with an action plan.

**Conclusions:** conclusions were drawn based on both the research and the results obtained, as well as on the information provided by the association, which enabled the successful development of this project.

**Keywords:** organisational culture; competitiveness; factors; strategies; challenging environment; innovation; leadership; human talent.

## RESUMEN

**Introducción:** este trabajo se enfoca en la cultura organizacional de ASOLACC, una empresa ubicada en el municipio de El Contadero, con el propósito de evaluar cómo dicha cultura afecta su desempeño, competitividad y productividad. La cultura organizacional, que incluye las normas no escritas, valores, tradiciones y comportamientos compartidos, juega un papel fundamental en la configuración de la identidad de la empresa, su forma de trabajar, la toma de decisiones y las relaciones interpersonales. La cultura organizacional actúa como el “pegamento” que une a los empleados y guía sus comportamientos. Es una serie de normas y valores que influyen en cómo se realizan las tareas, cómo se toman las decisiones y cómo se resuelven los conflictos. Una cultura organizacional sólida puede motivar a los empleados, mejorar la comunicación y fomentar un entorno de trabajo colaborativo. Por otro lado, una cultura débil o conflictiva puede llevar a desalineaciones en los objetivos y reducir la eficacia de la organización. En ASOLACC, la cultura organizacional puede estar influyendo en su desempeño de diversas maneras. Una cultura que promueva la innovación y la mejora continua puede llevar a un aumento en la productividad y a la adaptación a cambios del mercado. El conocimiento generado a partir de esta investigación tiene como objetivo proporcionar recomendaciones y sugerencias que puedan ser utilizadas por ASOLACC para fortalecer su cultura organizacional, optimizar su competitividad y elevar su productividad. Estas recomendaciones podrían incluir estrategias para fomentar una comunicación más abierta, incentivar la participación de los empleados en la toma de decisiones y promover valores que alineen los intereses individuales con los objetivos organizacionales y su impacto positivo en la comunidad local. En esta sección se hace una descripción detallada sobre la presentación del proyecto de Cultura Organizacional, el cual tiene como finalidad comprender cómo esta cultura influye en su desempeño como organización y en su capacidad para mejorar la competitividad y aumentar la productividad. Problema de investigación: en el que se toma como tema de investigación la cultura organizacional partiendo de ello se despliegan algunos subtítulos referentes al tema. Se encuentran también el objetivo general con sus objetivos específicos. Marco referencial: el cual este compuesto por los antecedentes en el cual se revisaron algunas investigaciones previas relacionadas con la cultura organizacional de asociaciones y empresas lácteas. También cuenta con teórico en que se citan a algunos autores referentes al tema principal. Cuenta con un marco conceptual el cual define conceptos claves como competitividad, y aumentar la productividad entre otros y por último se encuentra el marco legal que hace referencia a la normativa vigente.

**Método:** el método que se estará utilizando en esta investigación será el empírico- analítico y consiste en identificar un problema, presentar una respectiva hipótesis y así llevar adelante un análisis. Para estudiar la cultura organizacional, el método empírico-analítico puede involucrar la observación directa de los miembros de la organización en sus interacciones cotidianas y también el desarrollo de entrevistas y encuestas para obtener información sobre el tipo de cultura organizacional que tiene la asociación.

**Resultados:** se describieron los principales resultados obtenidos entre los cuales se encuentran un diagnóstico de cultura organizacional, también se tiene una matriz DOFA donde se identifican factores importantes de ASOLACC, se cuenta con posibles factores que inciden en la cultura organizacional y como último se tiene algunas estrategias que pueden llegar a mejorar la cultura organizacional de la mano con un plan de acción.

**Conclusiones:** se realizaron conclusiones basadas en tanto en la investigación como en los resultados obtenidos, así mismo en la información suministrada por la asociación que permitieron el desarrollo exitoso de este proyecto.

**Palabras clave:** cultura organizacional; competitividad; factores; estrategias; entorno desafiante; innovación; liderazgo; talento humano.

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## INTRODUCTION

The degree work is framed within the administrative and accounting sciences faculty within the business administration program at CESMAG University in Pasto, Colombia.

This work analyses the organizational culture of ASOLACC, a company located in El Contador. The aim is to understand how this culture influences the company's performance and ability to improve competitiveness and productivity.

Organizational culture encompasses the unwritten norms, values, traditions, and behaviors shared by the organization's members, which can shape its identity, way of working, decision-making, and interpersonal relationships.

The knowledge generated from this research aims to provide recommendations and suggestions that can be used by ASOLACC to strengthen its organizational culture, optimise its competitiveness, and increase its productivity. Thus, this research will contribute to the company's sustainable growth and impact on the local community.

### Line of research

The main objective of this research is to find possible problems that can affect the company's efficiency and effectiveness and how they can be effectively solved to ensure the long-term sustainability of the business.

In particular, it is expected to identify the key challenges faced by the company in terms of power dynamics and best practices for addressing these problems. These results are expected to improve the company's management and ensure its long-term sustainability.

The ASOLACC association was born around an integral alternative project to improve the dairy activity of small producers; this project is financed by the Municipal Mayor's Office of El Contadero and the ADAM program (Areas of Alternative Municipal Development) which manages international resources from USAID (United States Agency for International Development). For International Development) after several approaches with the producers of the zone and impelled by the municipal administration on 18 August 2007 is formed an organized group constituted of 120 producers that are denominated CONTADERO DAIRY ASSOCIATION ASOLACC, reuniting families of the Veredas: Santo Domingo, Simón Bolívar, Chorrera Negra, Iscuazan, Loma de Yáez, Aldea de María, Culantro, San Andrés, Ospina Pérez, Contaderito AND the urban area of the Municipality of The Contadero - Nariño with the common objective of improving production and obtaining well-being for their families.

In 2008, the producers were beneficiaries of a dairy project developed through the Adam program (areas of municipal alternative development), with resources from USAID and Social Action, which was implemented through the society of farmers and ranchers of Nariño - SAGAN; the project had a duration phase of 18 months in which the following activities are performed:

In the first place, we have the theoretical and practical training in the productive, commercial, and business parts, developed the formation and organization of an association of producers, and established a model of silvopastoral production; through the above is the delivery of inputs and equipment needed to improve milk production and planning for the construction of a Center for Collection and Cooling of Milk CREL to maintain product quality is made. The 120 producers belonging to the Contadero Dairy Association ASOLACC, are dedicated to the production of milk of excellent physical, chemical, and microbiological quality, currently producing 3000 liters per day, which were marketed individually and then went on to the market in an organized way and a high volume of production with the company ALQUERIA; different strengthening processes have been carried out, and the social base has been expanded. Currently, 140 members are committed to the organization and the region's development, whose main objective is the operation of the CREL.

It has had the opportunity to participate in different projects, and through participation in the call for productive alliances, ASOLACC was able to improve its economic activity by building a new collection center in the village of Iscuazan and installing a cooling tank to improve the quality of milk through FINAGRO.

A poor organizational culture can hurt the association's performance. The following are some of the main factors that are present in this type of organization:

Firstly, there is a lack of communication and collaboration; if communication is positive, this is fundamental to the success of any organization. In the ASOLACC association, it was found that communication is deficient. García and Morales (2009). There are occasions when collaborators do not communicate effectively, as a result of which errors, delays, and conflicts in productive activities are likely to occur. This can lead to a decrease in productivity, an increase in costs, and a loss of customers.

As a consequence of the first factor, a lack of trust and commitment will likely lead to morale problems, affecting the association's productivity and talent.

Another common problem in the organizational culture of this association is the lack of recognition and reward; workers have come to feel that their work is not valued or not adequately recognized, and for these reasons, they may lose motivation and dedication in carrying out their responsibilities; decreased productivity and a higher employee turnover rate are two direct consequences of the lack of recognition of the work done and can lead to a higher employee turnover rate.

The dairy industry is an important economic sector, generating millions of jobs and contributing to global food security. However, it is also a highly competitive sector with narrow profit margins. This means that dairy companies must be very efficient in their production and processing to compete in the market.

In addition, the dairy industry is subject to several strict regulations regarding product quality and safety. These regulations are designed to protect consumers' health and ensure that dairy products are safe for consumption. Compliance with these regulations can be challenging for dairy companies, as it requires investments in infrastructure, staff training, and quality control systems. However, it is essential to ensure the safety of dairy products and consumer confidence.

This association can become vulnerable due to fluctuations in prices and demand for dairy products. The dairy industry in the Nariño sector can observe a lot of competition, which influences adaptation to these fluctuations, especially if it does not have the financial or technological resources to cope with changes in the market.

Finally, companies in the dairy industry face unique challenges that can affect their ability to operate effectively and remain competitive in an increasingly demanding market.

**Problem formulation**

How will the organizational culture of the ASOLACC association in El Contadero's municipality affect competitiveness and productivity?

**General objective**

This study analyzes how the organizational culture of the ASOLACC company in the municipality of El Contadero affects its competitiveness and productivity.

**METHOD****Paradigm**

The paradigm of research on organisational culture in the ASOLACC Association, located in the municipality of El Contadero, is positivist. Schein (1985) argues that organizational culture is a tangible and measurable entity that can be understood through the analysis of empirical data and direct observation of the behaviors and practices of the organization's members. Furthermore, Schein asserts that the positivist approach helps identify patterns and trends in organisational culture, which can help organisational leaders make informed decisions and improve their culture.

**Approach**

The research approach is mixed because it integrates both quantitative and qualitative methods, using surveys, interviews, life history, and focus groups as data collection techniques. This approach prioritizes statistical data analysis and categorizes interviews, life histories, and focus groups.

According to Schein (1992), organizational culture can be measured through surveys and questionnaires that assess the beliefs, values, and norms shared by the organization's members. This quantitative data can be analyzed using statistical techniques to determine the strength and direction of relationships between different cultural variables, allowing researchers to gain a deep and rigorous understanding of organizational culture.

**Method**

The empirical-analytical method will be used in this research. It consists of identifying a problem, presenting a respective hypothesis, and thus carrying out an analysis. The empirical-analytical method may involve direct observation of the organization's members in their daily interactions to study organizational culture. Interviews and surveys can also be conducted to obtain information about the association's type of organizational culture.

Once the data has been collected, it can be analyzed to identify patterns and trends in organizational culture. Researchers can use statistical tools to find relationships between different variables and determine which factors impact organizational culture. The empirical-analytical method can provide valuable information for organizational leaders seeking to improve organizational culture and performance.

According to Deal and Kennedy (1982), organizational culture can be analyzed by observing the rituals, symbols, and norms that govern the behavior of organizational members. The empirical-analytical method focuses on analyzing and describing the patterns of behavior observed in the organization to identify the underlying beliefs and values that underpin organizational culture. This approach allows researchers to gain an in-depth understanding of organizational culture and how it affects the behavior of organizational members.

**Type of Research**

The type of research used was descriptive. This methodology focuses on the detailed analysis of a specific organization to identify patterns and relationships between cultural variables and explain how these factors affect organizational behavior and performance.

Descriptive research seeks to describe the characteristics of a population or phenomenon. It focuses on the 'what' of the object of study, that is, on defining the characteristics of what is being researched without going into the relationships between them. On the other hand, analytical research seeks to identify the causes and effects of a phenomenon. It focuses on the 'why' of the object of study, i.e., the analysis of the relationships between the variables involved in the phenomenon.

According to Schein (2010), case analysis is based on the idea that each organisation is unique and has its own culture, which requires a detailed and in-depth study to understand. In this type of research, data is collected through various techniques, such as interviews, participant observation, and documentary analysis, and the data is analyzed to identify patterns and relationships between cultural variables.

Through case study analysis, researchers can describe and explain organizational culture, identify strengths and weaknesses, and propose recommendations for improving organizational performance.

**Population and sample****Population**

The population for this research consists of 115 associates who make up the ASOLACC association in the municipality of El Contadero.

### Sample

The sample will be made up of N= 115 associate

$$n = \frac{N \times (z_{\alpha/2}^2) \times p \times q}{E^2(N - 1) + (z_{\alpha/2}^2) \times p \times q}$$

$$n = \frac{115 \times (1,96)^2 \times 0,5 \times 0,5}{(0,05)^2(114) + (1,96)^2 \times 0,5 \times 0,5}$$

$$n=89$$

Of these, eight form the board of directors, who will be interviewed, and 89 are associates who will be surveyed.

### Sources and techniques for collecting information

#### Primary sources

A survey will be used as the instrument for collecting information. To measure organisational culture, a model of competing values developed by Quinn and Rohrbaugh (1981, 1983) was used. All items will be measured on a Likert scale that rates the degree of agreement or disagreement with the statement, which will allow for the collection of qualitative and quantitative data for analysis. An interview will also be conducted with the association's board of directors.

#### Secondary sources

- Theses
- Articles

#### Tertiary sources

- Internet

#### Instrument

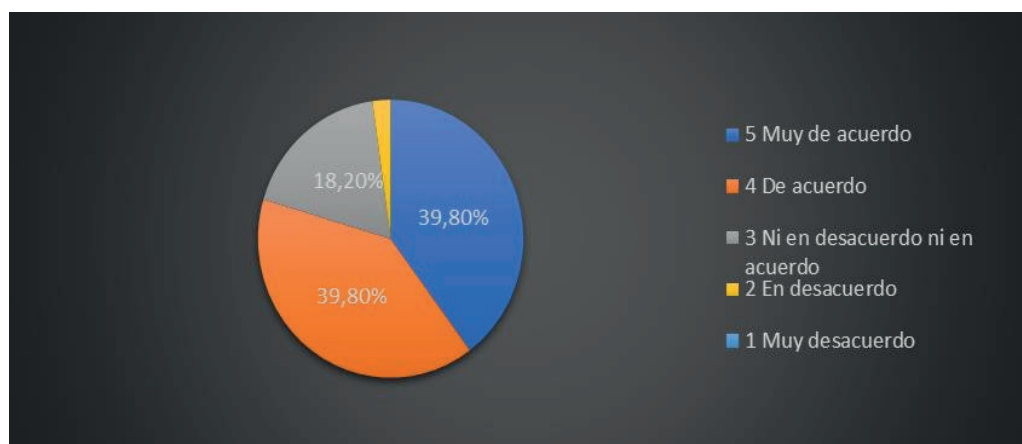
- Surveys of ASOLACC members

## RESULTS

Diagnosis of the organisational culture of the ASOLACC association in the municipality of El Contadero – Nariño. Tabulation and interpretation of the results of the surveys conducted among members and the interviews conducted with the members of the board of directors.

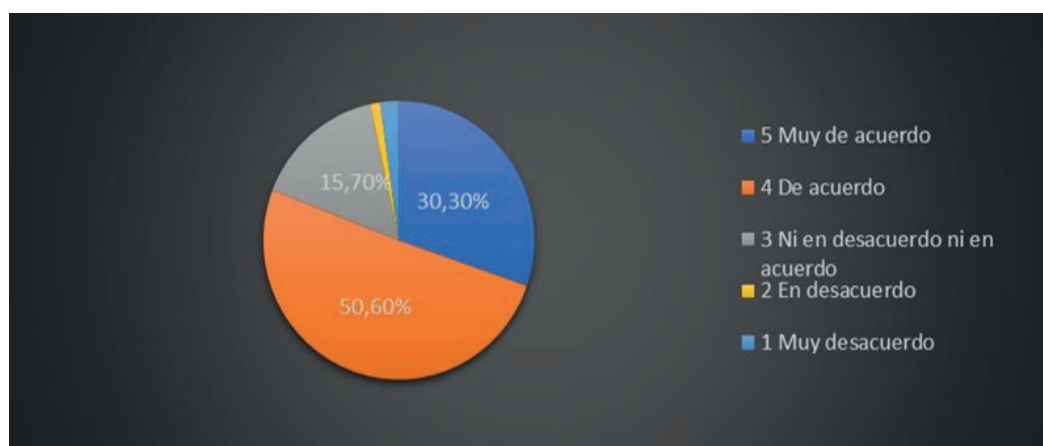
**Figure 1.**

*Decision-making is centralised at the managerial level*

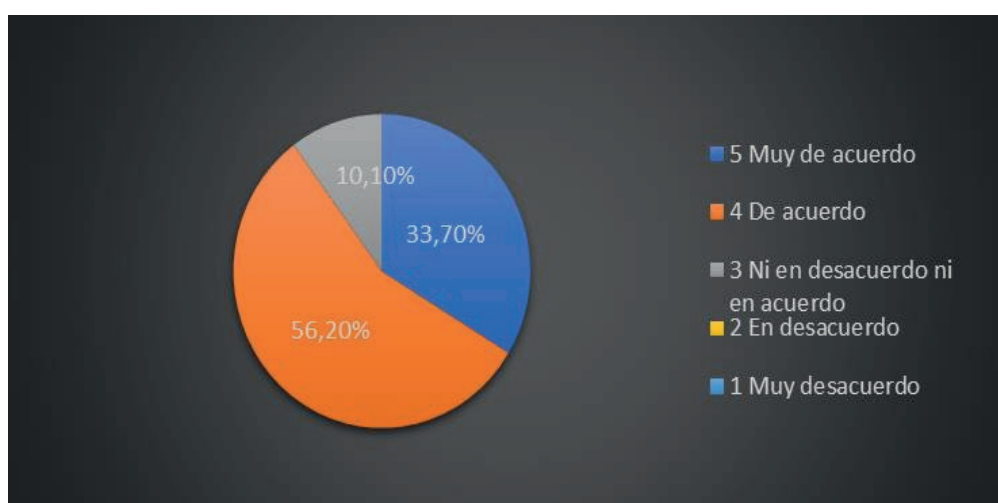


39,8% of the partners responded that they strongly agree that the company's centralised decision-making at the management level means that it has a hierarchical organisational structure. In this type of structure, authority and responsibility are concentrated at the higher levels of the organisation, while the lower levels have a lesser degree of autonomy.



**Figure 2.***Arbitrary and imposing decisions are taken*

50,6% of the members responded that they strongly agree that arbitrary and imposing decisions are made in the company, which indicates that the association has a problem with communication and participation. Arbitrary and imposing decisions are those made without consulting those affected or taking their opinions into account. Such decisions can lead to dissatisfaction, demotivation, and even resistance among employees.

**Figure 3.***Emphasis is placed on strict compliance with the regulations and responsibilities assigned to each position*

56,2% of the associates responded that they agree that the company focuses on strict compliance with the rules and responsibilities that each position has; this result can be identified as indicating that in this association, there is a culture of compliance, one in which all employees are committed to complying with the rules and procedures established. This type of culture is essential to ensure the company's smooth running and protect its interests.

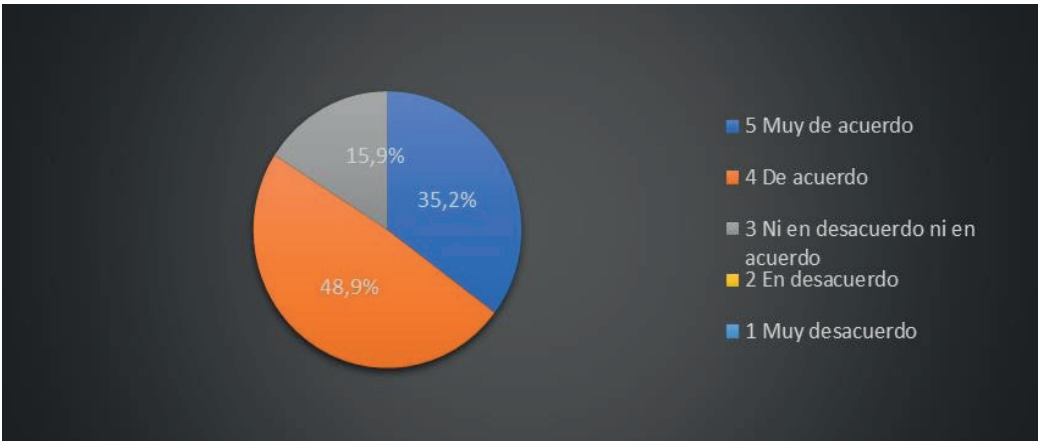
The 48,9% of the partners responded that they agree that in the company the achievement of results is paramount is a sign that the partnership has a results-oriented culture. However, it is important to note that only 48,9% of the partners agree with this statement. This suggests that there is a part of the partners who are not convinced that results are paramount.

48,3% of the associates agreed that the partnership optimizes human talent, which indicates that the company is taking steps to develop and utilize its employees' talent.

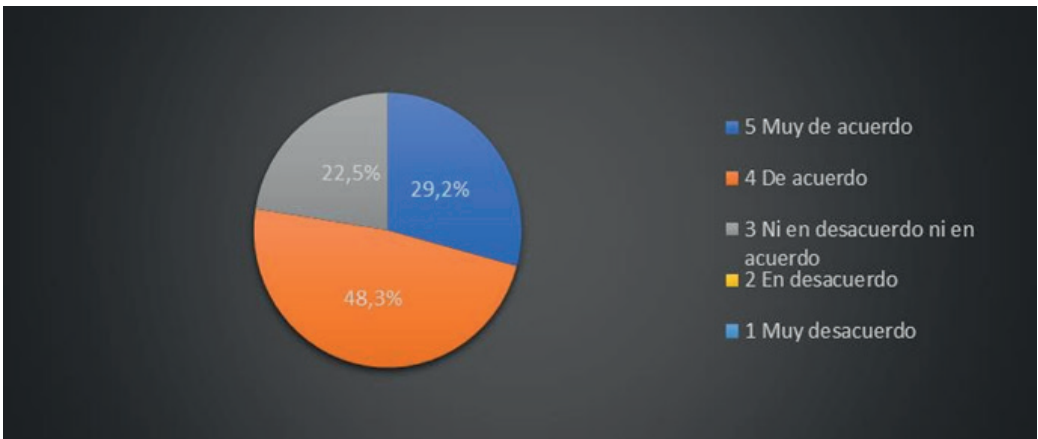
Optimizing human talent involves identifying, developing, and effectively using employee talent. This process is essential for any company that wants to be successful.

52,3% of the partners responded that they agree that the optimization of financial resources in the partnership indicates that steps are being taken to manage their finances effectively. Optimising financial resources involves identifying opportunities to reduce costs, increase revenues, and improve efficiency. This process is important for any business that wants to be successful.

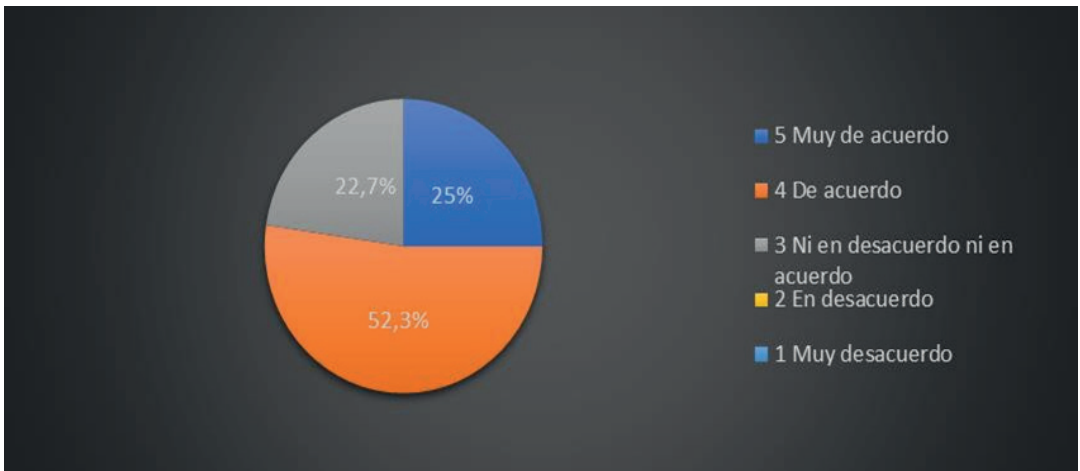
**Figure 4.**  
*In business, delivering results is paramount*



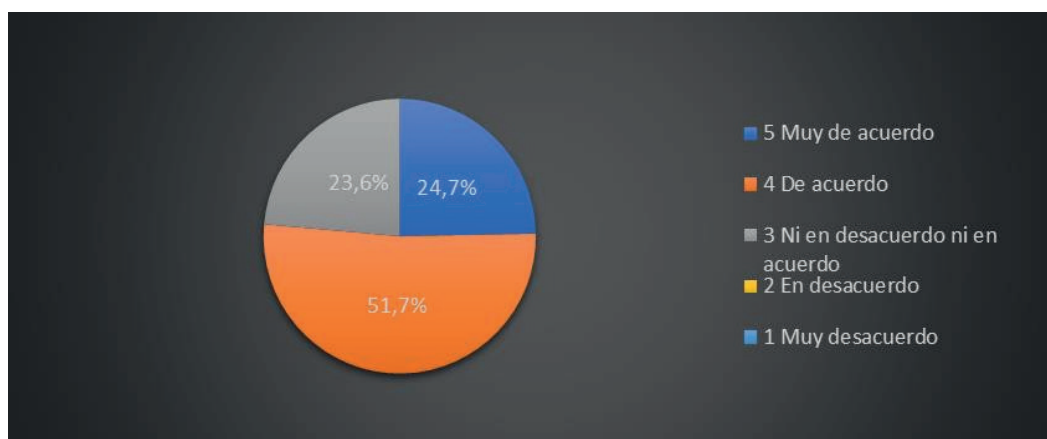
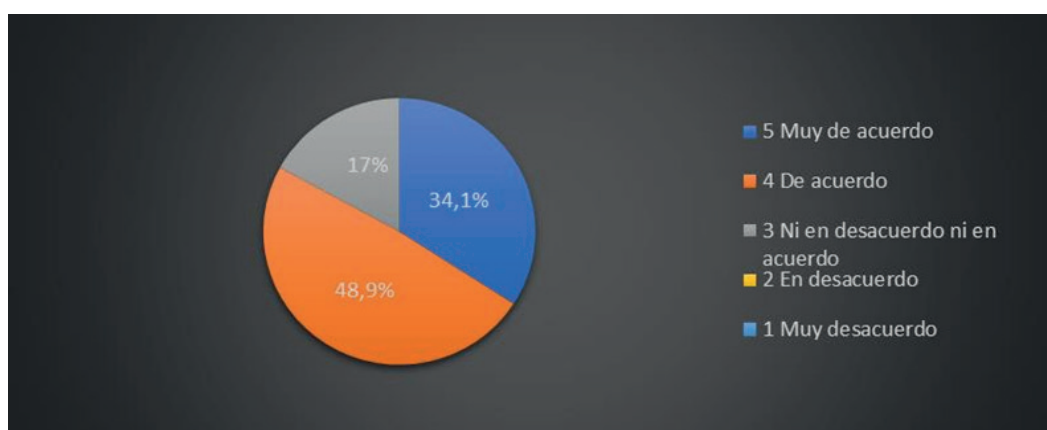
**Figure 5.**  
*Human talent is optimised in the company*



**Figure 6.**  
*The company optimises its financial resources*



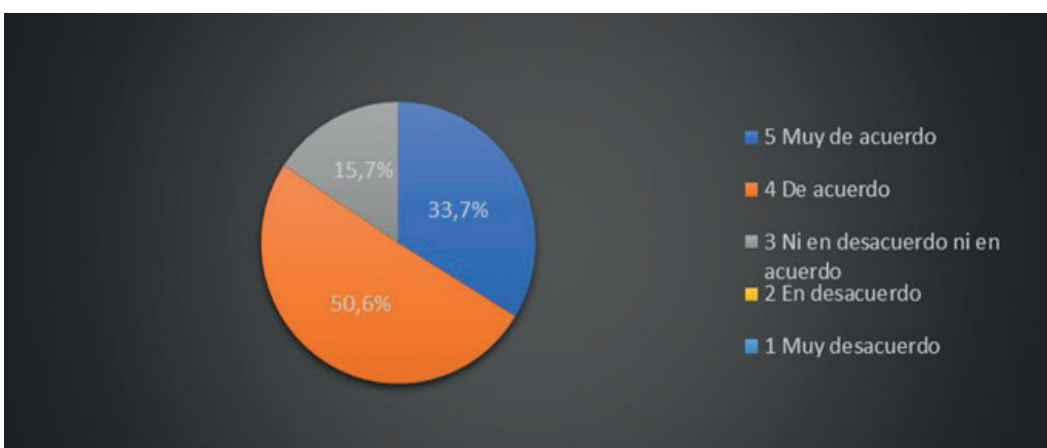
51,7% of the partners responded that they agree with the optimisation of material resources. Optimisation of material resources is a process that involves identifying opportunities to reduce costs, increase efficiency and improve sustainability. This process is important for any company that wants to be successful. There are a number of benefits associated with material resource optimisation. Firstly, it can help improve the profitability of the company. Secondly, it can help the company reduce its costs.

**Figure 7.***Material resources are optimised within the company***Figure 8.***In the company the personal and professional development of its employees is relevant.*

48,9% of the members agreed that their employees' personal and professional development is relevant to the association, which indicates that it recognizes the importance of investing in human talent.

Employees' personal and professional development is a continuous process that involves learning, growing, and developing new skills and knowledge. This process is essential for any company that wants to be successful.

There are several benefits associated with employee personal and professional development. First, it can help improve productivity and efficiency. Second, it can help motivate employees and encourage innovation.

**Figure 9.***The company promotes social values, motivation and creativity of its employees*



50,6% of the partners agreed that the promotion of social values, motivation and creativity of employees is a positive indicator that the company is creating a working environment in which employees feel valued, supported and motivated to do their best.

47,2% of the associates responded that they agree that regular meetings are held within the organization to establish communication about the company's problems, which is alarming, as it indicates that most associates are not satisfied with the communication they receive from the company.

Regular meetings are a fundamental tool for internal communication. They allow employees to share their concerns, raise issues, and be heard by managers.

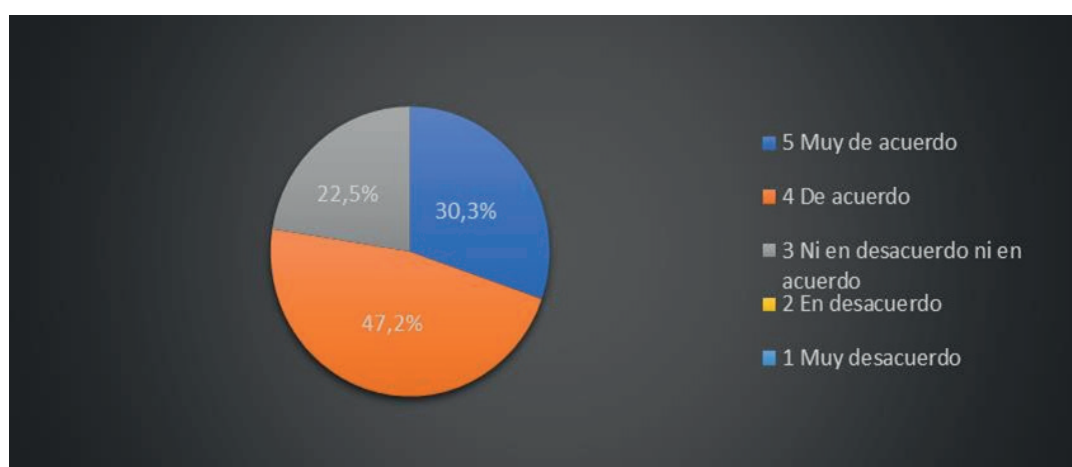
Meetings may not be frequent enough, have a clear purpose, or may not be conducted in a participatory manner.

49,4% of the partners agreed that the partnership is characterised by a family atmosphere is a positive indicator that the partnership is creating a working environment in which employees feel valued, supported and motivated to do their best.

The 42,5% of the partners responded that they agree that the partnership is characterised as dynamic and entrepreneurial is a positive indicator that the partnership is adopting an approach that can lead to long-term success.

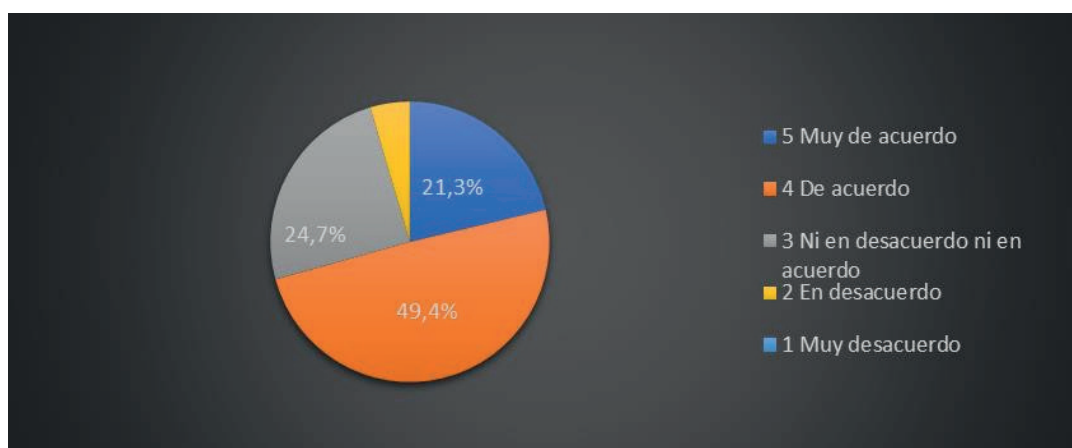
**Figure 10.**

*Regular meetings are held within the organisation to establish communication on company issues*



**Figure 11.**

*The company is characterised by a family atmosphere*



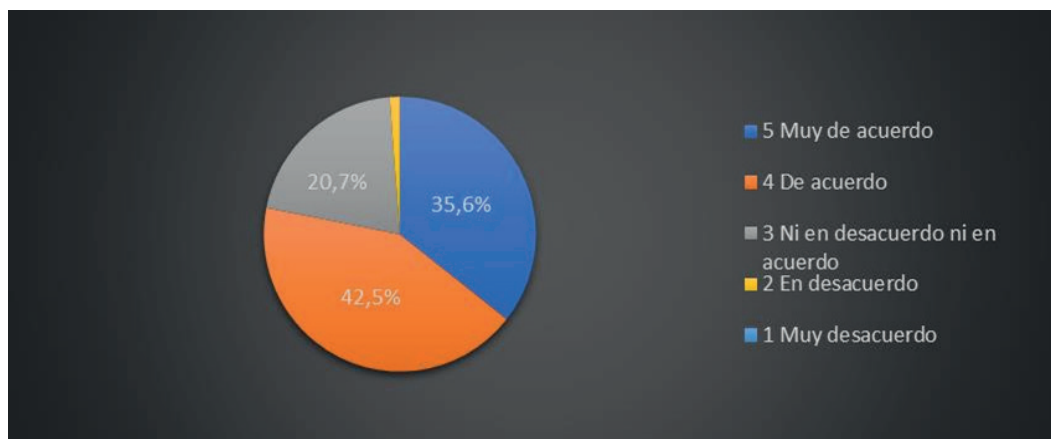
50,6% of the partners agreed that the partnership considers recognition an actual value, which is a positive indicator for this partnership. Measures should be taken to encourage recognition among its partners; this can be done through formal recognition programs, such as awards and recognitions, as well as through informal recognition, such as words of thanks and gestures of considera.

53,9% of the respondents agreed that the organization allows input, and feedback is a positive indicator that the organization is creating a work environment where employees feel valued and listened to.

Employees who feel listened to and valued are more motivated to do their best. This can lead to higher productivity, job satisfaction, and organizational commitment.

**Figure 12.**

*The company is characterised as dynamic and entrepreneurial*

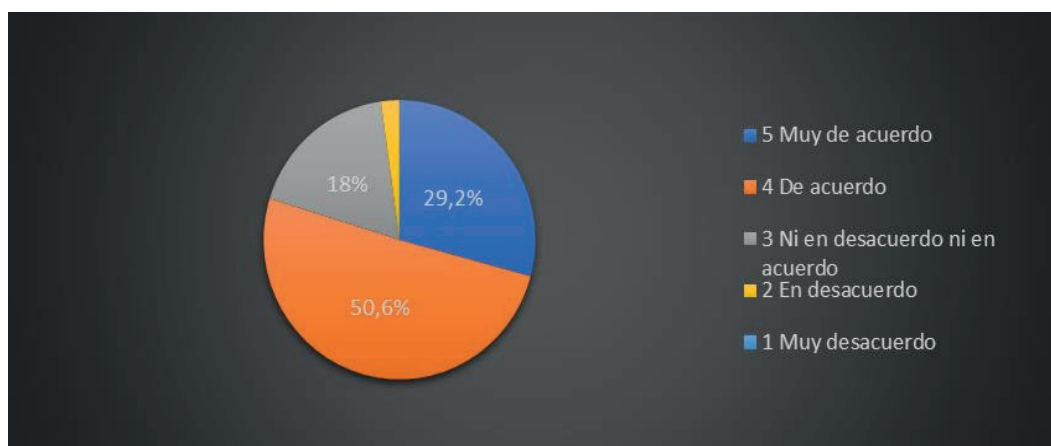


The 42% of the associates responded that they agree that the responsibilities within the organisation are clear - this percentage is positive that the organisation is creating a work environment where employees know what is expected of them.

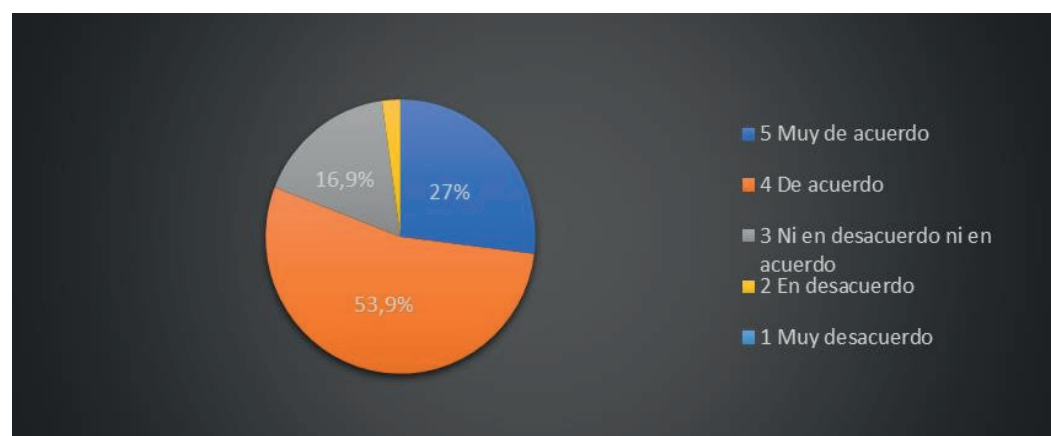
If responsibilities are clear, employees can concentrate on their tasks and perform them effectively. This can lead to higher productivity, job satisfaction and commitment to the association.

**Figure 13.**

*Considers recognition as a true value*

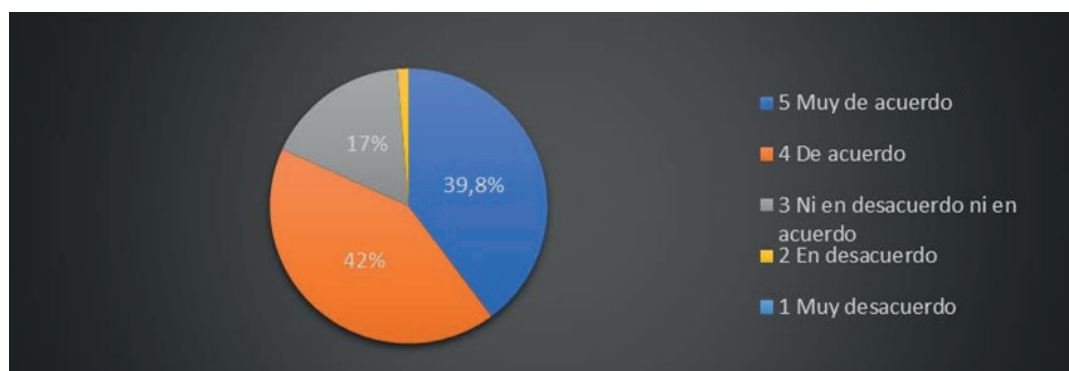
**Figure 14.**

*You feel that the organisation allows you to contribute ideas and opinions*



**Figure 15.**

*I consider that responsibilities within the organisation are clear*



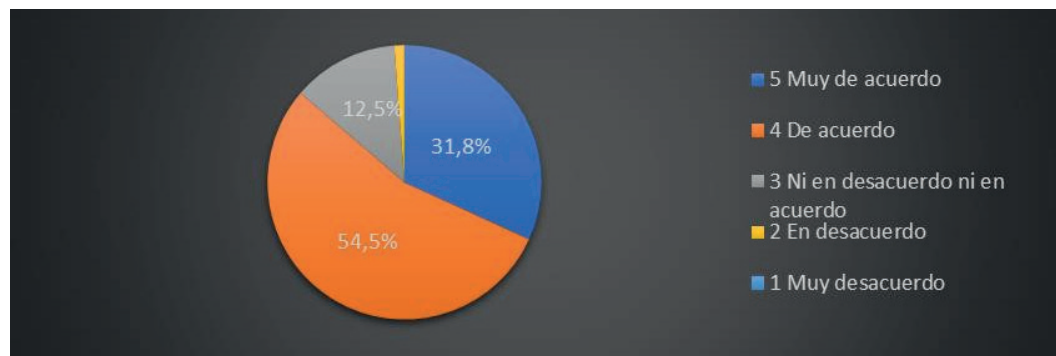
54,5% of the partners responded that they agree that the partnership has a good level of transparency with the team, meaning that employees have access to transparent information and can make more informed decisions and are more motivated to do their best. This can lead to higher productivity, job satisfaction and commitment.

42,7% of partners responded that they agree that among partners, they are ready and open to receiving opinions different from their own; openness to other views is essential, as partnerships often work with volunteers. When volunteers are open to listening to different perspectives, they are more motivated to continue contributing positively to the partnership.

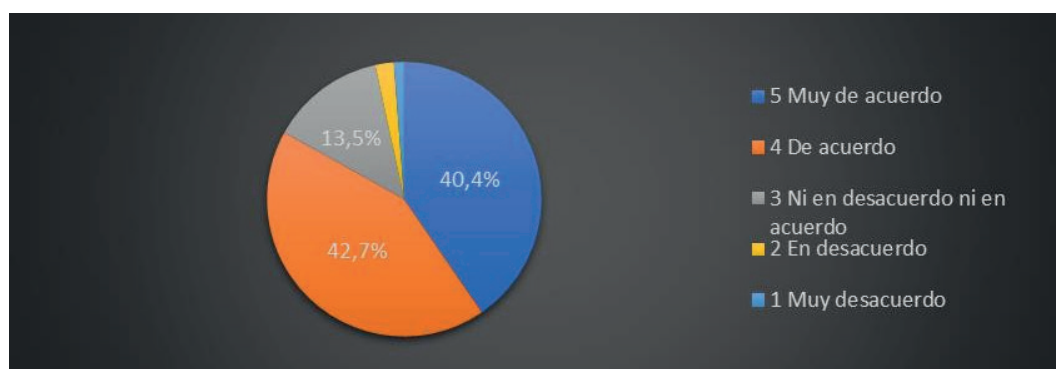
62,5% of the partners responded that they strongly agree that the association is focused on increasing the level of its competitiveness; this means that it is taking concrete measures to achieve this. This may include a number of actions, such as investment in research and development, training of their staff, or diversification of their products or services.

**Figure 16.**

*Do you consider that you have a good level of transparency with the team?*

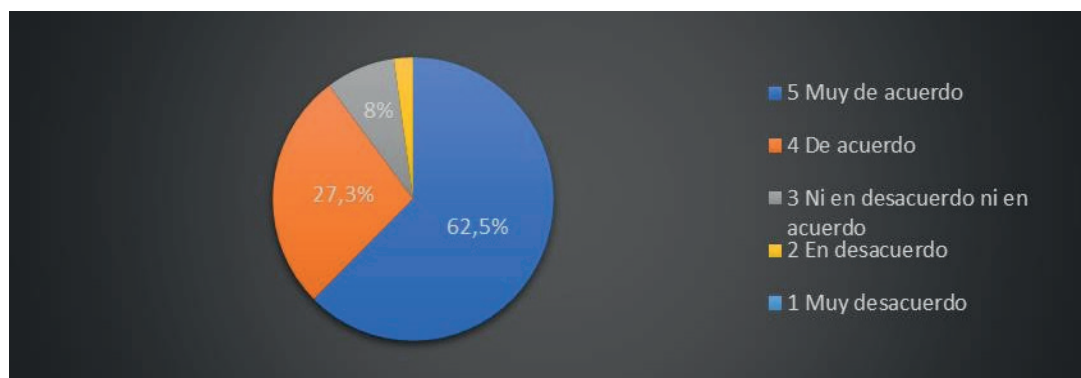
**Figure 17.**

*They consider that their peers are ready and open to receive opinions that are different from their own*



**Figure 18.**

*The company is focused on increasing the level of its competitiveness*



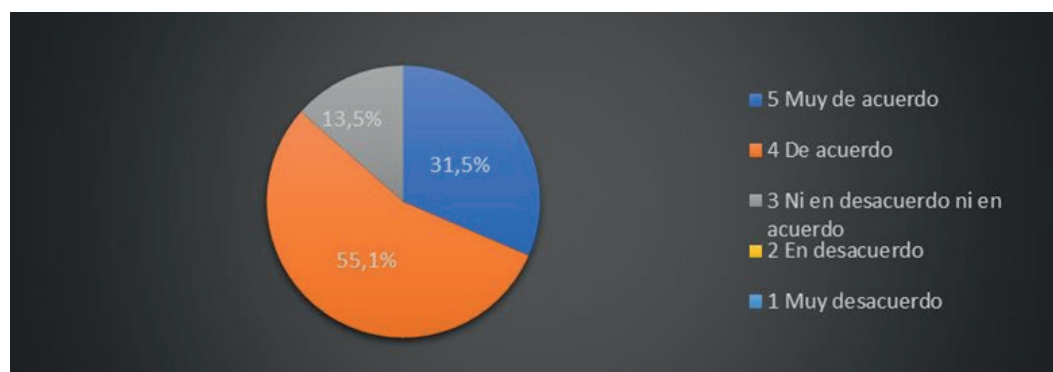
55,1% of the partners responded that they strongly agree that positioning themselves in the market is a positive indicator that the partnership has a clear understanding of its place in the market and the needs of its clients.

51,7% of the partners agreed that the organization's leader sets strategies to compete in the marketplace. In the case of this partnership, market strategies are essential, as partnerships often work in areas subject to rapid change. When you have clear and effective market strategies, you are in a better position to respond to the needs of your members and the wider community.

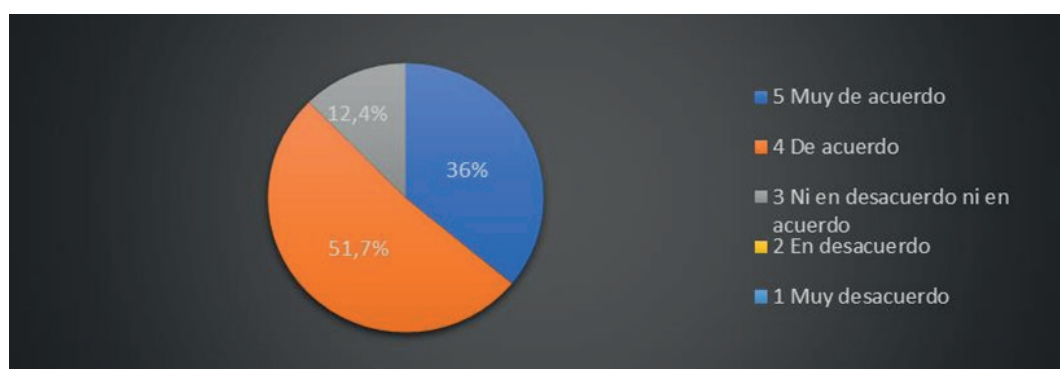
The relevant meeting was held with the board members, where three participants were available to collaborate. For various personal reasons, the other members were unable to attend. In this instance, the association's president assumed the role of spokesperson for the meeting while the other members complimented the information provided. This strategy of unifying responses allowed the interview process to be optimized, ensuring a coherent and complete presentation of the issues discussed

**Figure 19.**

*The company is interested in positioning itself in the market*

**Figure 20.**

*The leader of the organisation establishes strategies to compete in the market*



**Figure 21.***Interview with ASOLACC board of directors*

Pregunta	Respuesta	Análisis
¿Cuáles son los valores y creencias de la asociación?	La asociación promueve la transparencia, integridad y responsabilidad como valores fundamentales.	Estos valores sugieren que la asociación se esfuerza por operar de manera ética, abierta y responsable. Además, destacan el compromiso de la asociación con la construcción de relaciones basadas en la confianza y la integridad.
¿En el proceso de inducción se da a conocer a los asociados la misión, visión, principios, valores, políticas, procedimientos, reglamentos?	Sí, durante la inducción se proporciona una visión integral de la misión y visión de la asociación.	La inducción efectiva no solo se centra en la transmisión de información estructural, como la misión y visión, sino que abarca elementos éticos, prácticos y normativos, construyendo una base sólida para la integración exitosa de los nuevos asociados en la dinámica de la asociación.
¿Cómo se organiza el trabajo en la asociación?	La asociación sigue una estructura organizativa basada en equipos interdisciplinarios.	La elección de una estructura organizativa basada en equipos interdisciplinarios subraya la importancia de la colaboración, la adaptabilidad y la innovación en la asociación, elementos fundamentales para enfrentar los desafíos contemporáneos
¿Cómo se distribuyen las responsabilidades y el poder para tomar decisiones?	La distribución de responsabilidades se adapta a las necesidades cambiantes del entorno.	Hace referencia a un enfoque dinámico y flexible en la asignación de responsabilidades dentro de la asociación. Lo cual indica una sensibilidad hacia la adaptación a las condiciones externas y la capacidad de ajustar la estructura organizativa en respuesta a los cambios en el entorno.
¿Cómo se relacionan los empleados entre sí?	La asociación promueve un ambiente colaborativo y de apoyo.	Se destaca la importancia que la asociación asigna a la creación de relaciones positivas entre los empleados. Un ambiente colaborativo y de apoyo no solo mejora la eficiencia operativa, sino que también contribuye significativamente al bienestar y la satisfacción laboral.



**ASOLACC SWOT Matrix***Strengths*

- Commitment of partners to the mission.
- Valuing human talent.
- Good organisational climate.
- Permanent recognition of the achievements of partners as a value.
- Openness to different opinions.
- Transparent communication.

*Weaknesses*

- Centralised decision-making.
- Arbitrary and imposing decisions.
- Lack of participation in decision-making.
- Focus on compliance with rules.
- Lack of clarity of responsibilities.

*Opportunities*

- Expansion of new members or collaborators in other areas.
- Alliances with other organisations or entities.
- Access to external resources at low cost.
- Innovation in programmes and services for the community.
- Access to new sources of funding.

*Threats*

- Changes in legal and fiscal regulations.
- Economic crisis.
- Rapid technological change.
- Unstable socio-political factors.

FO Strategies: to address the strengths and opportunities, the following strategies could be implemented:

- Fostering innovation through human talent: creating multidisciplinary teams that leverage the commitment of associates to the company's mission to drive product and process innovation, thereby seizing the opportunity for product innovation.
- Strategic alliances based on the recognition of human value: seek alliances with other entities that value and recognise human talent, which can facilitate collaboration and generate synergies to take advantage of market opportunities such as new buyers in other departments.
- Process improvement through transparent communication: promote transparent and open communication within the organisation to identify opportunities for process improvement, which may include sourcing suppliers that offer low-cost raw materials and taking advantage of new market opportunities.
- Developing a good organisational climate for the improvement of industrial plant and equipment: Encouraging a positive organisational climate that fosters collaboration and teamwork, which can increase efficiency in the use of resources and facilitate the process of continuous improvement in industrial plant and equipment.
- Valuing recognition as a driver for new partnerships: using recognition as a tool to strengthen relationships with suppliers and strategic partners, which can facilitate the negotiation of favourable terms in the procurement of raw materials and the establishment of strategic alliances that drive business growth.

OD strategies: to address the weaknesses and take advantage of the opportunities, the following strategies could be implemented:

- Gradual decentralisation of decision-making, delegating responsibilities to specialised teams in each area, thus promoting participation and diversity of ideas.
- Implementing more transparent and consultative decision-making processes to avoid arbitrary and imposing decisions.
- Establishment of training and development programmes for employees, fostering a culture of participation and empowerment in decision-making.
- Promoting product innovation through the creation of multidisciplinary teams dedicated to the research and development of new products and services.
- Identification and negotiation with suppliers offering quality raw materials at competitive prices to improve efficiency and reduce production costs.

- Exploring opportunities for strategic alliances with other entities that share similar objectives, looking for synergies that benefit both parties.
- Investment in upgrading industrial plant and equipment to increase production capacity, efficiency and product quality.
- DA Strategies: some strategies that can help address weaknesses and deal with threats:
  - Promoting environmental awareness and adaptation to climate change: incorporate concern for climate change into the organisational culture, encouraging the adoption of sustainable practices and the search for business opportunities that contribute to mitigating the effects of climate change.
  - Diversify revenue sources and reduce costs: faced with the threat of an unfavourable economic situation and high taxes, diversify revenue sources and optimise operating costs to improve the financial resilience of the organisation.
  - Clarification of responsibilities and focus on innovation: addressing the lack of clarity in responsibilities by reviewing and updating organisational structures, which will free up resources to focus on innovation and remain competitive in the face of competition from other associations and companies.

FA strategies: the strategies in the strengths-threats nexus are as follows:

- Integration of commitment to mission and environmental awareness: fostering environmental awareness among partners, promoting sustainability initiatives and environmental responsibility as part of the organisation's mission, to address climate change.
- Valuing human talent in difficult economic times: in times of economic crisis and high taxes, strengthen the valuing of human talent through career development, recognition and benefits programmes that promote retention of key staff.
- Maintaining a good organisational climate as a competitive strategy: in the face of competition from other associations and companies, maintaining a good organisational climate that fosters collaboration, motivation and a sense of belonging will help retain talent and address challenges more effectively.
- Recognition as a differential value in a challenging environment: use recognition as a tool to keep employee morale high in times of economic uncertainty and intense competition, thus reinforcing commitment and motivation.
- Fostering transparent communication to address challenges: addressing threats through transparent and open communication about the economic situation and challenges in the competitive environment, involving partners in finding solutions and building trust in the organisation's leadership.

ASOLACC's organizational culture, although it has solid foundations such as commitment to the mission and values human talent, needs a thorough review to maintain its relevance and effectiveness in a constantly changing business environment; strengths, weaknesses, opportunities, and threats are also highlighted. Also, the commitment of partners to the mission, valuing of human talent, and transparent communication provide a solid foundation for building strategies for growth and development.

However, it also identifies areas for improvement, such as centralized decision-making and lack of participation in decision-making, which can limit the partnership's potential. On the other hand, the opportunities presented, such as product innovation and strategic alliances with other entities, offer avenues for growth and expansion.

Finally, threats such as climate change, adverse economic conditions, and intense competition highlight the company's challenges in its external environment. The association must use this information to develop strategies that capitalize on its strengths, address its weaknesses, take advantage of opportunities, and mitigate threats, strengthening its competitive position and its ability to achieve its long-term goals.

Factors of organizational culture that contribute to the competitiveness and productivity of the ASOLACC association in the municipality of El Contadero - Nariño

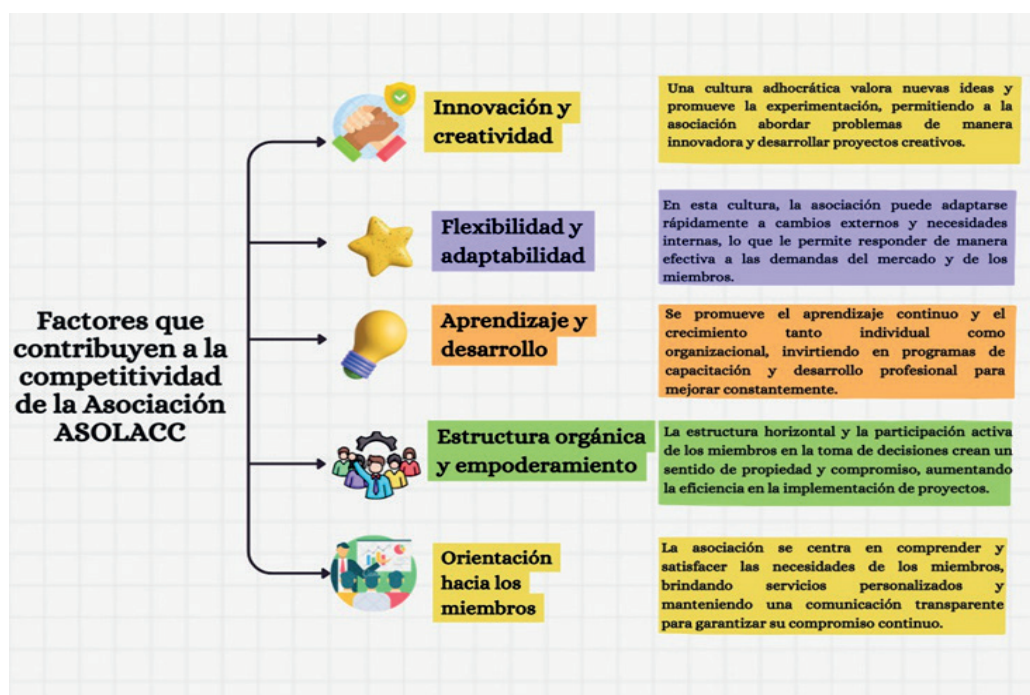
In an increasingly dynamic and competitive business environment, the ability of organizations to adapt to change has become a critical success factor. Cameron and Quinn described the adhocratic culture as an organizational model that is particularly suited to foster innovation and agility. Based on these authors' postulates, this study aims to analyze the relationship between adhocratic culture and productivity in companies in the technology sector. It is hypothesized that organizations with a stronger adhocratic culture will have significantly higher productivity levels due to their ability to generate new ideas, respond quickly to market demands, and encourage employee participation in decision-making.

Some possible factors of organizational culture that positively influence ASOLACC's competitiveness and productivity will be presented.

Today's dairy business environment is characterized by constant evolution and the need to adapt quickly to market changes. In this context, ASOLACC has chosen to adopt an adhocratic or developmental culture to remain competitive. This approach promotes innovation and flexibility and empowers employees to make decisions and lead initiatives. The following shows how an adhocratic or developmental culture can boost ASOLACC's competitiveness, enabling it to respond nimbly to market demands and stand out in its industry.

**Figure 22.**

Diagram on the factors affecting the competitiveness of the ASOLACC Association



According to the above diagram, the above factors imply significant benefits that directly contribute to competitiveness and the ability to excel in their field. By fostering innovation and creativity, ASOLACC can develop innovative and adaptive solutions that effectively address its challenges and opportunities. This mindset also encourages them to remain receptive to new ideas and opportunities, strengthening their ability to stay relevant in a constantly evolving business environment.

In addition, the flexibility and adaptability fostered by an adhocratic culture allow ASOLACC to adjust its strategies and operations quickly in response to changes in the market, regulations, or members' needs. This gives it a competitive advantage by ensuring it can seize new opportunities and mitigate risks efficiently, thus maintaining its market position in the dairy sector.

The focus on continuous learning and development, both individual and organizational, further strengthens the company's competitiveness by ensuring that its members are equipped with the necessary skills and knowledge to meet current and future challenges. This not only increases the company's effectiveness and efficiency but also fosters a culture of constant improvement that drives innovation and growth.

An organizational structure that fosters member empowerment and member orientation is also key to driving ASOLACC's competitiveness. By enabling active participation in decision-making and aligning the company's actions with the needs and desires of its members, the relationship between both parties is strengthened. This creates a committed and loyal membership base, which constitutes a sustainable competitive advantage in the marketplace. This combination of factors drives the association to remain agile, responsive, and relevant in a dynamic business environment, thus ensuring its ability to excel in its field and maintain a long-term sustainable competitive advantage. In the dynamic environment of dairy associations, the constant quest to remain competitive presents challenges that directly impact their productivity.

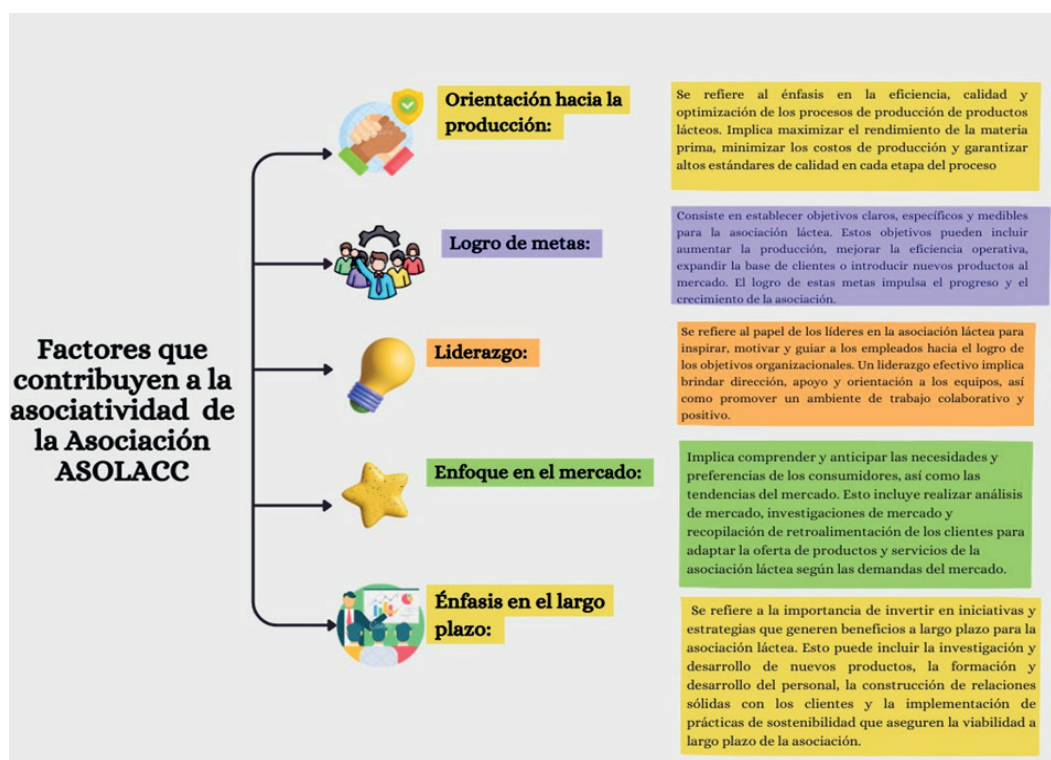
Among these challenges are high-quality standards and production efficiency. Adhocratic or developmental culture emerges as a promising strategy to address these issues effectively.

Adhocratic or developmental culture can significantly impact productivity. Dairy associations often face constraints. This culture encourages production orientation, goal achievement, leadership, market focus, and an emphasis on the long term, which can motivate employees to work more efficiently and effectively.

Production plays a crucial role in the dairy business environment, where efficiency and quality are critical to the success of operations. Dairy production encompasses various activities, from raw milk procurement to marketing. Production efficiency is key to maximizing yields and minimizing costs. This involves optimizing resources, such as labor, machinery, and materials, to ensure consistent and uninterrupted production. Quality is another fundamental aspect of dairy production. Maintaining high standards at all stages of the production process is imperative. This includes care and hygiene in handling raw milk, quality control during production, and proper packaging to ensure the freshness and safety of the products.

**Figure 23.**

Diagram of the factors affecting productivity in the ASOLACC Association



Another essential factor is achieving goals. Setting goals provides a clear direction and a frame of reference for business actions and decisions. These goals can cover a wide variety of areas, such as increasing production, improving product quality, expanding the market, or reducing costs.

Leadership also plays a crucial role in the productivity of ASSOLAC employees; first and foremost, inspirational leadership provides a clear and motivating vision for the association. ASSOLAC leaders can communicate a clear strategic direction and encourage employees to work towards shared goals. This clarity of vision helps align the efforts of all team members and provides a common purpose that motivates employees to do their best in their daily work.

Market focus is another determining factor as it directly influences your ability to meet your customers' needs and demands. Deeply understanding consumers, segmenting the market, developing products adapted to emerging trends, staying competitive, and fostering customer loyalty are key aspects of this approach. This responsiveness to the market can lead to competitive advantage and increased productivity.

Finally, an emphasis on the long term can also influence productivity. Organizations with a long-term view tend to invest in initiatives and improvements with long-term benefits, such as innovation, quality, and talent development. While the results may not be immediate, these investments can lay the foundation for sustainable growth and higher productivity in the future.

Strategies to improve the organizational culture and, therefore, the quality of working life of the ASOLACC association in El Contadero - Nariño.

These strategies are proposed to address the weakest areas identified in this study on the organisational culture of ASOLACC in the municipality of El Contadero—Nariño. These areas are crucial to building a culture that drives the achievement of goals and the fulfilment of objectives and improves the quality of working life.

The proposal seeks to involve all members of the organisation in an environment where they feel a fundamental part of the company in all areas of work. The suggested strategies are as follows:

- Gradual decentralisation of decision-making, delegating responsibilities to specialised teams in each area, thus promoting participation and diversity of ideas.
- Establishment of training and development programmes for employees, fostering a culture of participation and empowerment in decision making.
- Exploring opportunities for strategic alliances with other entities that share similar objectives, looking for synergies that benefit both parties.
- Promoting environmental awareness and adaptation to climate change.
- Clarification of responsibilities and focus on innovation.
- Recognition as a differential value in a challenging environment.



## Fostering innovation through human talent

**Figure 24.**

*Action plan to promote innovation and human talent development in ASOLACC*

Estrategia	Objetivo	Meta	Actividades	Responsable	Tiempo	Recursos	Indicadores
Implementar programas de formación y capacitación en innovación	Impulsar la innovación en la asociación de lácteos a través del desarrollo y la potenciación del talento humano	Incremento del 15% en la generación de ideas innovadoras anuales	1.. Establecer un sistema de gestión del conocimiento para compartir y aprovechar las ideas y experiencias innovadoras. 2. Crear un espacio físico o virtual dedicado a la incubación y desarrollo de proyectos innovadores. 3. Fomentar la cultura de la experimentación y el aprendizaje a través del reconocimiento y la recompensa de ideas innovadoras. 4. Establecer alianzas estratégicas con instituciones educativas o centros de investigación para impulsar la innovación en el sector lácteo.	Gerencia de talento humano	Enero - Diciembre 2025	Humanos: Todos los colaboradores de ASOLACC Técnicos: Plataforma de gestión del conocimiento, Espacio para incubación de proyectos Financieros: \$20,000,000	% de incremento en la generación de ideas innovadoras (ideas actuales/ideas año pasado) *100 Número de proyectos innovadores desarrollados Número de colaboraciones con instituciones educativas o centros de investigación

Objective: to drive innovation in the dairy association through the development and empowerment of human talent, promoting creativity and continuous improvement at all levels of the organisation. This objective focuses on driving innovation within the dairy association ASOLACC, through the development and empowerment of human talent. It is recognised that innovation is fundamental for competitiveness and sustainable growth in the dairy sector, and that human capital is a key asset in this process.

Gradual decentralisation of decision-making, delegating responsibilities to specialized teams in each area, thus promoting participation and diversity of ideas.

Objective: to implement a process of gradual decentralization of decision-making in the association, delegating responsibilities to specialized teams in each area, promoting the active participation of employees, encouraging diversity of ideas, and improving efficiency in decision-making. This approach also fosters the development of skills and leadership among employees, as by relying on teams to make decisions, employees are allowed to take on a greater degree of responsibility and develop their ability to lead projects, solve problems, and work effectively in teams.

**Figure 25.**

*Action plan for gradual decentralisation of decision-making*

Estrategia	Objetivo	Meta	Actividades	Responsable	Tiempo	Recursos	Indicadores
Descentralizar la toma de decisiones delegar responsabilidades a equipos especializados	Implementar un proceso de descentralización gradual de la toma de decisiones en la asociación, delegando responsabilidades a equipos especializados en cada área	Incrementar la participación activa de los empleados en un 30% y mejorar la eficiencia en la toma de decisiones en un 20% anual	1. Evaluación de la estructura organizativa para identificar áreas de mejora y potenciales equipos especializados. 2. Definición de equipos especializados basados en competencias y habilidades. 3. Capacitación y empoderamiento de los equipos para tomar decisiones informadas y responsables. 4. Seguimiento y evaluación de capacitaciones para asegurar la efectividad y hacer ajustes necesarios.	Gerencia de talento humano	Enero - Diciembre 2025	Humanos: Todos los colaboradores de ASOLACC Técnicos: Plataforma de gestión del conocimiento, Espacio para incubación de proyectos Financieros: \$15,000,000	% de incremento en la participación de los empleados en la toma de decisiones (participación actual/participación año pasado) *100 % de mejora en la eficiencia de la toma de decisiones (eficiencia actual/eficiencia año pasado) *100 Número de equipos especializados formados y capacitados Número de decisiones delegadas y su impacto medido con instituciones educativas

Establishment of training and development programmes for employees, fostering a culture of participation and empowerment in decision-making.

Objective: to promote employee empowerment and participation through the establishment of training and development programmes to strengthen the skills and competencies necessary for more effective and collaborative decision-making in the association.



**Figure 26.***Action plan for empowerment and active participation*

Estrategia	Objetivo	Meta	Actividades	Responsable	Tiempo	Recursos	Indicadores
Establecer programas de capacitación y desarrollo	Promover el empoderamiento y la participación de los empleados a través del establecimiento de programas de capacitación y desarrollo	Incrementar en un 25% la participación de los empleados en la toma de decisiones y mejorar en un 20% sus habilidades y competencias anuales	1. Evaluación de necesidades de capacitación para identificar áreas clave de desarrollo. 2. Diseño de programas de capacitación enfocados en habilidades de toma de decisiones, liderazgo y trabajo en equipo. 3. Implementación de sesiones de capacitación para todos los niveles de la organización. 4. Seguimiento y evaluación de la efectividad de las capacitaciones para realizar ajustes necesarios.	Gerencia de talento humano	Enero - Diciembre 2025	Humanos: Todos los colaboradores de ASOLACC Técnicos: Herramientas para evaluación y desarrollo de programas de capacitación Financieros: \$18,000,000	% de mejora en las habilidades y competencias (evaluación de habilidades actuales/evaluación de habilidades año pasado) *100 Número de programas de capacitación diseñados e implementados Número de sesiones de seguimiento y evaluación realizadas

Explore opportunities for strategic alliances with other entities with similar objectives, seeking synergies that benefit both parties.

Objective: identify and establish strategic alliances with entities with similar goals to ASSOLAC, creating mutually beneficial partnerships in the Contadero dairy market. Seeking collaborations with entities with similar objectives allows for creating synergies, access to new markets, and complementarity of resources. It also fosters innovation by combining different perspectives. These strategic alliances strengthen ASOLAAC's competitive position, allowing it to compete effectively, diversify its operations, and face market challenges with greater strength, contributing to the company's long-term growth and success.

**Figure 27.***Action plan for strategic alliances for the dairy market*

GGEstrategia	Objetivo	Meta	Actividades	Responsable	Tiempo	Recursos	Indicadores
Explorar oportunidades de alianzas estratégicas	Identificar y establecer alianzas estratégicas con entidades que compartan objetivos similares a ASOLACC, creando asociaciones que beneficien a ambas partes en el mercado lácteo del Contadero	Establecer al menos 5 alianzas estratégicas que generen un incremento del 15% en el acceso a nuevos mercados y la complementariedad de recursos	1. Identificar entidades con objetivos similares en el sector lácteo del Contadero, priorizando: Distribuidores locales, productores de leche, empresas de alimentos complementarios, instituciones educativas y organizaciones gubernamentales. 2. Contactar a las entidades priorizadas y presentarles la propuesta de alianza. 3. Negociar acuerdos de colaboración que beneficien a ambas partes. 4. Adaptar los acuerdos a las características y necesidades de cada alianza.	Gerente	Enero - Diciembre 2025	Humanos: Equipo de desarrollo estratégico de ASOLACC Técnicos: Herramientas de análisis de mercado y comunicación Financieros: \$15,000,000	Número de alianzas estratégicas establecidas % de incremento en el acceso a nuevos mercados (acceso actual/acceso año pasado) *100% Número de nuevas alianzas de ASOLACC

## Promoting environmental awareness and adapting to climate change

**Figure 28.***Action plan for the integration of environmental commitment into the organisational culture*

Estrategia	Objetivo	Meta	Actividades	Responsable	Tiempo	Recursos	Indicadores
Promoción de la conciencia ambiental y adaptación al cambio climático	Promover la preocupación por el cambio climático en la cultura organizacional de ASOLACC, fomentando la adopción de prácticas que permitan a la empresa ser reconocida por su compromiso con la protección del medio ambiente y la lucha contra el cambio climático	Incrementar en un 30% la adopción de prácticas sostenibles y reducir en un 20% la huella de carbono anual de la empresa	1. Implementar un programa de formación para empleados sobre el cambio climático y sus impactos en el sector lácteo para crear conciencia sobre la responsabilidad individual y colectiva en la lucha contra el cambio climático 2. Capacitar a líderes ambientales dentro de la empresa. 3. Implementar un programa de reciclaje y gestión de residuos lácteos eficientes.	Gerente	Enero - Diciembre 2025	Todos los colaboradores de ASOLACC, especialmente líderes ambientales Técnicos: Herramientas de formación y gestión de residuos Financieros: \$10,000,000	% de incremento en la adopción de prácticas sostenibles (prácticas actuales/prácticas año pasado) *100 % de reducción de la huella de carbono (huella de carbono actual/huella de carbono año pasado) *100 Número de líderes ambientales capacitados Número de los programas de formación y reciclaje en la cultura organizacional

Objective: to promote concern for climate change in ASSOLAC's organisational culture, encouraging the adoption of practices that will enable the company to be recognised for its commitment to environmental protection and the fight against climate change. In addition, the active pursuit of business opportunities related to mitigating the effects of climate change not only demonstrates the company's commitment to social responsibility, but can also open up new sources of revenue and strengthen the brand's reputation.

### Clarification of responsibilities

**Figure 29.**

*Action plan for the review and optimisation of the organisational structure*

Estrategia	Objetivo	Meta	Actividades	Responsable	Tiempo	Recursos	Indicadores
Clarificación de responsabilidades	Implementar una revisión exhaustiva de la estructura organizativa de ASOLACC con el propósito de abordar la falta de claridad en las responsabilidades internas	Incrementar en un 40% la claridad en las responsabilidades internas y mejorar en un 25% la eficiencia operativa anual de la empresa	1. Evaluar la estructura organizacional actual de ASOLACC. 2. Identificar áreas con responsabilidades poco claras o duplicadas 3. Diseñar una nueva estructura organizacional que defina claramente las responsabilidades de cada área y puesto 4. Brindar capacitación a los empleados sobre sus nuevas responsabilidades y roles.	Gerente	Enero - Diciembre 2025	Todos los colaboradores de ASOLACC, especialmente líderes de área Técnicos: Herramientas para evaluación y diseño organizacional Financieros: \$10,000,000	% de mejora en la eficiencia operativa (eficiencia actual/eficiencia año pasado) *100 Número de áreas y puestos rediseñados Número de sesiones de capacitación realizadas

Objective: to comprehensively review ASOLACC's organizational structure to address the lack of clarity in internal responsibilities.

By reviewing and updating organizational structures, the company can address the lack of clarity in responsibilities, achieve a more efficient allocation of resources, avoid duplication, and optimize decision-making.

### Recognition as a differential value in a challenging environment

Objective: to implement a structured programme with the purpose of using recognition as a tool to maintain high employee morale during times of economic uncertainty and intense competition, thus reinforcing commitment and motivation.

This programme will seek to maintain high employee morale during periods of economic uncertainty and intense competition, thereby significantly strengthening employee engagement and motivation.

**Figure 30.**

*Action plan for employee recognition and motivation in times of uncertainty*

Estrategia	Objetivo	Meta	Actividades	Responsable	Tiempo	Recursos	Indicadores
Reconocimiento como valor diferencial en un entorno desafiante	Implementar un programa estructurado con el propósito de utilizar el reconocimiento como herramienta para mantener alta la moral de los empleados en momentos de incertidumbre económica y competencia intensa	Incrementar en la moral y el compromiso de los empleados durante periodos de incertidumbre económica	1. Identificar los tipos de comportamientos y logros que se desean reconocer. 2. Seleccionar los métodos de reconocimiento más adecuados (premios, incentivos, etc.). 3. Celebrar los logros individuales y colectivos. 4. Reconocer públicamente los esfuerzos y la dedicación de los empleados.	Gerente	Enero - Diciembre 2025	Todos los colaboradores de ASOLACC, especialmente el equipo de liderazgo Técnicos: Herramientas para gestión y comunicación del programa de reconocimiento Financieros: \$15,000,000	Número de reconocimientos entregados. Número de eventos de reconocimiento realizados

## CONCLUSIONS

The diagnosis of ASOLACC's organizational culture revealed significant discrepancies between current values and practices and the organization's mission and vision. This lack of alignment indicates the need to strengthen internal communication and conduct values alignment workshops, as a coherent organizational culture is critical for team cohesion and long-term success. Employees who understand and share the organization's values are more motivated and committed, which reduces misunderstandings and demotivation.

An organizational culture focused on hierarchy and control was identified, which limits ASOLACC's innovation and adaptability. Employees feel their opinions are not valued, inhibiting their creativity and active participation. Fostering a more collaborative and open environment could improve team morale and increase the organization's ability to adapt to market changes, thus enhancing its competitiveness.

The sense of belonging and commitment of ASOLACC members is a key factor contributing to its competitiveness and productivity. Employees strongly identify with the association's mission, which drives motivation and performance. This emotional bond reduces absenteeism and improves the quality of work, positively impacting the organization's competitiveness.

ASOLACC's organizational culture promotes a strong work ethic and individual responsibility, which contributes significantly to productivity. Employees are highly committed to their responsibilities, which translates into greater efficiency and effectiveness in task execution. This sense of responsibility fosters a proactive and autonomous work environment, freeing managerial resources for innovation and growth.

Establishing a continuous professional development program is fundamental to improving the organizational culture and quality of work life at ASOLACC. Investing in the personal and professional growth of employees increases job satisfaction and reduces staff turnover, creating a more competent and motivated team. This gives employees a sense of progress and purpose, thus improving their overall well-being.

Implementing open and transparent communication practices is essential to strengthening ASOLACC's organizational culture. Encouraging open dialogue and exchanging ideas improves trust and collaboration, reducing hierarchical barriers and improving the work climate. Open communication facilitates conflict resolution, innovation, and teamwork, aligning all staff with the organization's objectives to ensure everyone is working towards a common goal.

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Authors declare that there is no conflict of interest.

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