



ORIGINAL

Analysis of the organizational culture of companies in the baking sector in Pasto

Análisis de la cultura organizacional de empresas del sector panificador de Pasto

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ABSTRACT

Introduction: taking into account the types of culture that exist, it is analyzed that although all bakery companies in Pasto have an organizational culture, only some of them are concerned about creating a specific culture plan or code that is characteristic of their brand, which will generate a weak culture, and “a weak organizational culture is a culture in which the objectives are not clear, the mission and vision of the company either; everyone sees the company in a different way and each one seeks to achieve its objectives by different paths; in organizations with a weak organizational culture there is a lack of communication, processes and standardization; there are constantly clashes between values, attitudes and ways of thinking of the members of the company, which generates bad working environments, unmotivated people and low productivity”.

Method: the research belongs to the empirical-analytical method because it will be based on rational and real foundations, where the solution to the problem of workers' behavior, its causes and also the consequences will be found. Type of research: population and sample: the population is 1870 bakery companies in the city of Pasto, according to the statistical bases of the Chamber of Commerce of Pasto 2020. The finite population formula was applied and presents a research sample of 154 companies for this project.

Data collection techniques: for the development of the degree work, the following data collection sources will be used as follows: Primary sources: the survey will be used, which will be applied to the sample under study. Secondary sources: books, graduate works, magazines, newspapers, and bulletins will be consulted for the development of the research. Tertiary sources: electronic books, documents appearing in blogs, degree works in electronic pages, among others, will be reviewed.

Results: at this point are all the results obtained from the survey along with its analysis and writing, followed by the realization of the 2nd and 3rd objective, obtaining as a result the type of culture that exists among the bakery companies of Pasto and as a conclusion the result if the companies have an impact on the factors of success, leadership and competitiveness.

Conclusions: thanks to the development of this research focused on analyzing the organizational culture of companies in the bakery sector in Pasto, it is concluded that the results suggest that the research is crucial, since it allows understanding and detecting the organizational culture thanks to the contribution of a committed staff focused on both corporate and personal goals. Clear and assertive communication plays a key role, integrating the entire team and strengthening relationships between members. In addition, the importance of creating more effective work environments and communication channels is highlighted, which, in the long term, would facilitate the incorporation of the concept of organizational culture in companies.

Despite the identification of success factors, possible shortcomings in their implementation are pointed out. These challenges could lead to consequences such as loss of competitiveness, financial problems and employee demotivation or turnover. It is crucial to address these shortcomings to ensure the development, growth and sustainability of the companies, in terms of competitiveness management stands out as a priority for bakery companies, investment in innovation, operational efficiency and product/service quality is considered crucial to stand out in the market.

Recommendations: as final recommendations focused on the good implementation of the organizational culture and opportunity for improvement of the Pasto bakery sector, first, given the inclination towards a power-oriented organizational culture, it is essential to balance this approach. Integrate practices that value not only tangible results, but also human capital development. Promote an environment that recognizes and celebrates employee achievement and learning, fostering a balanced culture. Address the lack of regular meetings to address problems, establish formal channels of communication that facilitate the exchange of ideas and collaborative problem solving, involve employees in decision making whenever possible, thus encouraging a greater degree of participation and decentralization.

Keywords: organizational culture; management and competitiveness; operational strategies; baking companies; leadership.

RESUMEN

Introducción: teniendo en cuenta los tipos de cultura que existen se analiza que aunque todas las empresas panificadoras de Pasto tienen una cultura organizacional, solo algunas de ellas se preocupan por crear un plan o código de cultura específico que sea característico de su marca, lo que generará una cultura débil, y “una cultura organizacional débil es una cultura en la cual los objetivos no están claros, la misión y la visión de la empresa tampoco; todos ven a la compañía de una forma distinta y cada uno busca lograr sus objetivos por caminos diferentes; en organizaciones con cultura organizacional débil reina la falta de comunicación, de procesos y de estandarizaciones; constantemente se producen choques entre valores, actitudes y formas de pensar de los miembros de la empresa, lo cual genera malos ambientes de trabajo, gente desmotivada y poca productividad”.

Método: la investigación pertenece al método empírico - analítico porque se va a basar en fundamentos racionales y reales, donde se va a encontrar la solución al problema del comportamiento de los trabajadores, sus causas y también las consecuencias. Tipo de investigación: población y muestra: se cuenta para la población con 1870 empresas panificadoras en la ciudad de Pasto, de acuerdo a bases estadísticas de la Cámara de Comercio de Pasto 2020. Se aplicó la fórmula de población finita y presenta una muestra de investigación para este proyecto de 154 empresas. Técnicas de recolección de la información: Para el desarrollo del trabajo de grado se utilizarán las siguientes fuentes de recolección de información de la siguiente manera: fuentes primarias: se utilizará la encuesta que será aplicada a la muestra objeto de estudio. Fuentes secundarias: se consultarán libros, trabajos de grado, revistas, periódicos, boletines para el desarrollo de la investigación. Fuentes terciarias: se revisarán libros electrónicos, documentos que aparezcan en blogs, trabajos de grado de páginas electrónicas, entre otros.

Resultados: en este punto se encuentra todos los resultados obtenidos de la encuesta junto con su análisis y redacción, seguido se encuentra la realización del 2 y 3 objetivo, obteniendo como resultado el tipo de cultura que existe entre las empresas panificadoras de Pasto y como conclusión el resultado si las empresas inciden en los factores de éxito liderazgo y competitividad.

Conclusiones: gracias al desarrollo de la presente investigación enfocada en analizar la cultura organizacional de las empresas del sector panificador de Pasto se concluye que los resultados sugieren que la investigación es crucial, ya que permite entender y detectar la cultura organizacional gracias a la contribución de un personal comprometido y enfocado en metas tanto corporativas como personales. La comunicación clara y asertiva desempeña un papel clave, integrando a todo el equipo humano y fortaleciendo las relaciones entre los miembros. Además, se destaca la importancia de crear entornos laborales y canales de comunicación más efectivos, lo que, a largo plazo, facilitaría la incorporación del concepto de cultura organizacional en las empresas. A pesar de la identificación de factores de éxito, se señalan posibles falencias en su implementación. Estos desafíos podrían derivar en consecuencias como la pérdida de competitividad, problemas financieros y desmotivación o rotación de empleados. Es crucial abordar estas falencias para garantizar el desarrollo, crecimiento y sostenibilidad de las empresas, en cuanto a la gestión de la competitividad se destaca como una prioridad para las empresas panificadoras, la inversión en innovación, eficiencia operativa y calidad del producto/servicio se considera crucial para destacar en el mercado.

Recomendaciones: como recomendaciones finales enfocadas hacia la buena implementación de la cultura organizacional y oportunidad de mejora del sector panificador de Pasto, en primer lugar, dada la inclinación hacia una cultura organizacional con orientación hacia el poder, es esencial equilibrar este enfoque. Integra prácticas que valoren no solo los resultados tangibles, sino también el desarrollo del capital humano. Promueva un ambiente que reconozca y celebre los logros y aprendizajes de los empleados, fomentar una cultura equilibrada. Abordar la falta de reuniones periódicas para abordar problemas, establecer canales formales de comunicación que facilitan el intercambio de ideas y la resolución de problemas de manera colaborativa, involucrar a los empleados en la toma de decisiones cuando sea posible, fomentando así un mayor grado de participación y descentralización.

Palabras clave: cultura organizacional; gestión y competitividad; estrategias operativas; empresas panificadoras; liderazgo.

INTRODUCTION

To study organizational culture, it is necessary to measure essential aspects such as values, beliefs, and perceptions that are manifested in the organization through procedures, habits, and visible characteristics such as the physical structure of the company and its overall organization. For this reason, this research analyzed organizational culture using a diagnostic tool to identify the type of organizational culture of companies and ultimately determine the factors that have influenced the success, leadership, and competitiveness of companies in the bakery sector in Pasto.

With a line of research focused on management and competitiveness to promote the creation of companies and the solution of problems, the following question arose: Can the type of culture be identified by analyzing the organizational culture of companies in the bakery sector in Pasto? Specific objectives were developed using a positivist, descriptive paradigm with a quantitative approach to answer this question. The feasibility of obtaining this information was ensured by sufficient resources, such as the advice of teachers and the support of the companies mentioned in this research.

Finally, an analysis and diagnosis were conducted through a survey to understand and identify the type of organizational culture of the companies in the bakery sector in the city of Pasto under study, thus determining key aspects of the organizational culture reflected and supported by the information obtained from corporate websites. The importance of the study is that it serves as a reference for other companies and other research and allows for the analysis of their organizational culture.

Through the analysis of the organizational culture of companies in the bakery sector in the city of Pasto, will it be possible to identify the type of culture and whether it affects success, leadership, and competitiveness?

Objective

To analyze the organizational culture of companies in the bakery sector in Pasto.

METHOD

Paradigm

The positivist paradigm, also known as the quantitative, empirical, analytical, rationalist paradigm, is the dominant paradigm; positivism is a philosophical school that defends certain assumptions about the conception of the world and the way of knowing it, extending the characteristics of positivism to the dimensions of the paradigm.

Positivism accepts only verifiable, measurable, and visible knowledge as valid. Positivism does not accept the relevance of other perspectives, other methodological procedures, or other types of knowledge for interpreting reality. Quantification matters to positivists, measuring a series of repetitions that become trends, proposing new hypotheses, and constructing theories, all based on quantitative knowledge. Quantitative aspects are firmly intertwined with qualitative aspects (Ballina, 2000).

This research belongs to the positivist paradigm because it studies human behavior without losing sight of the nature that gives rise to human behavior, the work environment, motives, and orientation toward the company's goals and objectives.

Approach

Quantitative methods focus on objective measurements and statistical, mathematical, or numerical analysis of data collected through surveys, questionnaires, or computer techniques to manipulate existing statistical data. Quantitative research collects and generalizes numerical data between groups or explains a particular phenomenon (Arteaga, 2020).

This research uses a quantitative approach, as surveys will be conducted, and the results obtained will have to be explained using organized analysis methods and research tools.

Method

The empirical-analytical method is one of the models for describing the scientific method based on experimentation and empirical logic. This method is the most widely used in the fields of social sciences and mathematics, together with observation of phenomena and their statistical analysis.

Its democratic social contribution to the research process fundamentally results from experience. These methods make it possible to reveal the essential relationships and fundamental characteristics of the object of study, accessible to perceptual census detection through practical procedures and various means of study. Its proven usefulness highlights its entry into unexplored fields or those in which descriptive study stands out. (Radrigan, 2005)

The research belongs to the empirical-analytical method because it will be based on rational and factual foundations, where the solution to the problem of worker behavior, its causes, and the consequences of such behavior will be found, and the impact on society will be thoroughly investigated. These will be obtained from experience.

Type of Research

Descriptive research, also called statistical research, attempts to understand reality by applying formal language

to gather information, that is, recording the world using conceptual tools, without necessarily obtaining answers to why things happen but rather studying the proportion in which they occur. This happens, for example, with marketing studies, election polls, or public health studies.

Analytical research. This research starts from specific hypotheses and seeks to prove or disprove them by applying theoretical knowledge to case studies or controlled experimental scenarios to establish the relationship between a set of variables and a set of results. It is a more in-depth form of descriptive research. This is the case with experimental research involving test subjects, such as vaccine trials or pharmacological tests. (Etece, 2021)

Descriptive research attempts to determine, describe, or identify organizational behavior, while analytical research establishes why and how it came to be so.

Population and sample

Population

The population consists of 1,870 bakeries in the city of Pasto, according to statistical data from the Pasto Chamber of Commerce for 2020. Therefore, the finite population formula is used to determine the sample size since the corresponding data for the population is available.

Sample

$$n = (1.81)^2 * 1870 * (0.5 * 0.5)$$

$$1869 * (0.07)^2 + (1.81)^2 * (0.5 * 0.5)$$

$$= 154$$

The finite population formula was applied, and a research sample of 154 companies was presented for this project.

Information gathering techniques

The following sources of information were used to develop this thesis:

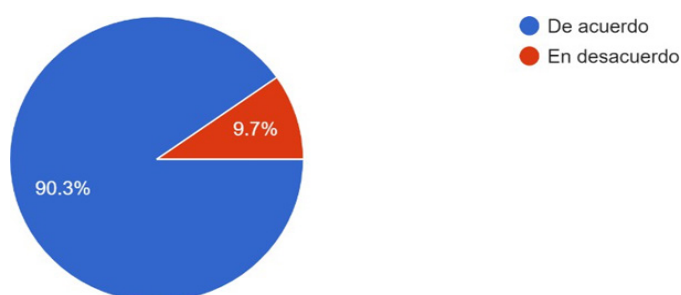
- Primary sources: the survey that will be applied to the sample under study will be used.
- Secondary sources: books, theses, magazines, newspapers, and newsletters were consulted for the development of the research.
- Tertiary sources: electronic books, documents appearing on blogs, theses from websites, among others, were reviewed.

RESULTS

Diagnosis of the organizational culture of the bakery sector in Pasto

Figure 1.

The bakery sector in Pasto is focused on increasing its level of competitiveness



Most respondents (90,3%) agreed that the bakery company is focused on increasing its competitiveness. This high proportion suggests that most managers and workers see the company as oriented toward achieving competitive advantages and improving its market position. The results indicate that most respondents consider competitiveness a priority for the bakery company. This may be a positive aspect, as it indicates that the company is aware of the importance of competitiveness in the current economic environment.

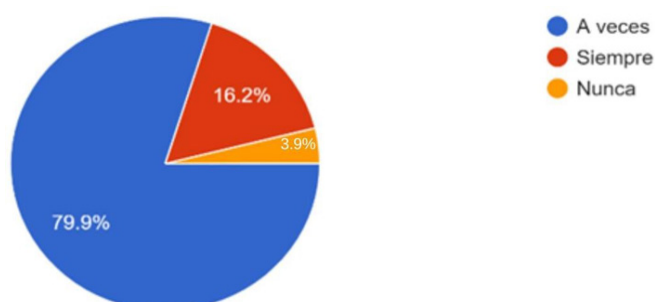
Competitive advantages and improving its market position. The results indicate that most respondents consider competitiveness a priority for the bakery company. This can be a positive aspect, as a company focused on improving its competitiveness will likely adapt to market changes and remain relevant in the long term.

However, a lower percentage of respondents (9,7%) disagreed with the statement that the company is focused on

increasing its level of competitiveness. These individuals may have diverse opinions or have identified areas where they believe the company is not meeting this objective. The minority percentage of respondents who disagree suggests a discrepancy in opinions regarding the company's focus on competitiveness. It is important to consider the reasons behind these divergent opinions and whether there are opportunities to address the concerns of those who disagree.

Figure 2.

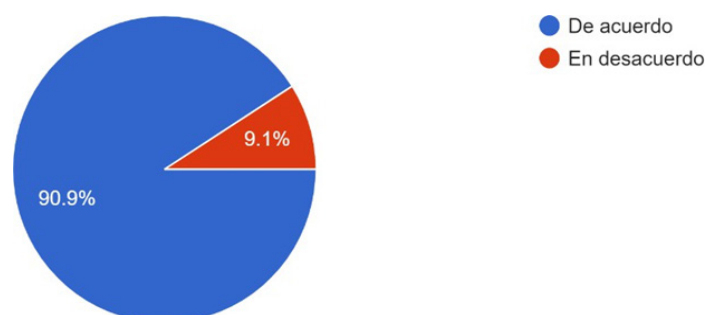
Decision-making is centralized at the operational level of the baking sector in Pasto



The survey results indicate that decision-making in the bakery company in Pasto is predominantly centralized at the management level, at least at certain times (according to 79,9% of respondents). However, a significant proportion also consider that this centralization always occurs (16,2%), and a small percentage believe it is never centralized (3,9%). Most respondents (79,9%) indicated that decision-making in the bakery company is sometimes centralized at the management level. This suggests that there are times when decisions are made by managers, while in other cases, there may be a greater degree of participation and decentralization in decision-making.

Figure 3.

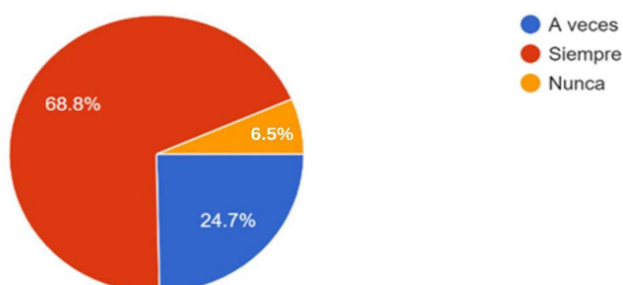
Arbitrary and imposing decisions are made in the bakery sector in Pasto



Most respondents in the baking sector in the city of Pasto believe that decisions in the company are arbitrary and imposed. These results suggest the importance of addressing this perception and strengthening a more participatory, fair, and transparent approach to decision-making in the organization. This can contribute to improving the work environment, employee commitment, and the company's overall effectiveness. Most respondents (90,9%) agree that arbitrary and imposing decisions are made in the company. This suggests that there is a widespread perception that decisions in the organization are made without clear reasoning, unilaterally, and without considering other team members' opinions.

Figure 4.

The baking sector in Pasto focuses on strict compliance with the rules and responsibilities of each position

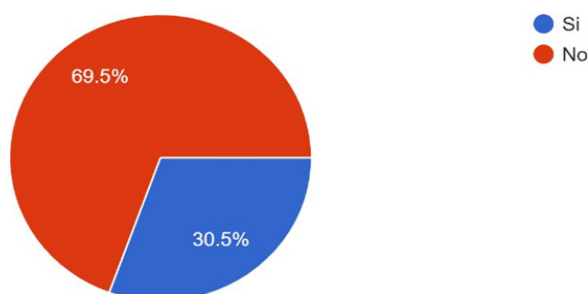


Most respondents (68,8%) stated that the company always focuses on strict compliance with the rules and responsibilities of each position. This clearly emphasizes discipline and accountability in performing employees' tasks and duties. A significant percentage of respondents (24,7%) indicated that the company sometimes focuses on strict compliance with rules and responsibilities. This could suggest that there are times when flexibility is allowed or some variability in how rules and responsibilities are followed, although a high level of compliance is generally expected.

In other words, most respondents in the bakery sector in Pasto perceive that the company focuses on strict compliance with rules and responsibilities. This approach can help maintain discipline and efficiency in performing tasks and functions. However, it is also observed that there are times when this approach may be more flexible or not fully complied with, which may be an area for improvement to consider.

Figure 5.

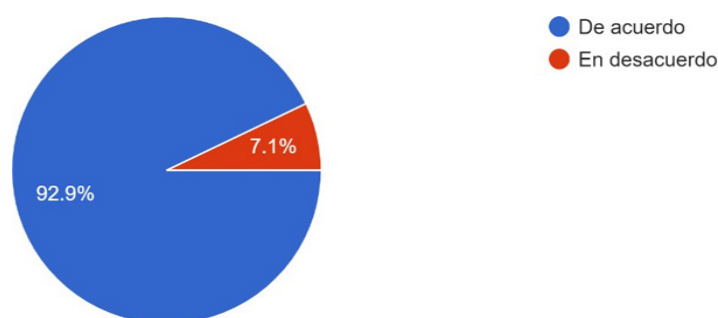
For the baking sector in Pasto, achieving objectives is important



The fact that 69,5% of participants answered “yes” indicates that there is a positive and widespread perception of the relevance of objectives in companies in the bakery sector in Pasto. This suggests that most respondents consider the achievement of objectives to be important for the success and functioning of their organizations. Most survey participants consider achieving objectives relevant to bakery companies in the city of Pasto. This indicates a positive focus on results and suggests that organizations are goal-oriented. However, it is important to consider the opinions of those who do not consider objectives relevant to identify potential areas for improvement in management practices and employee participation.

Figure 6.

For the baking sector in Pasto, obtaining results is essential



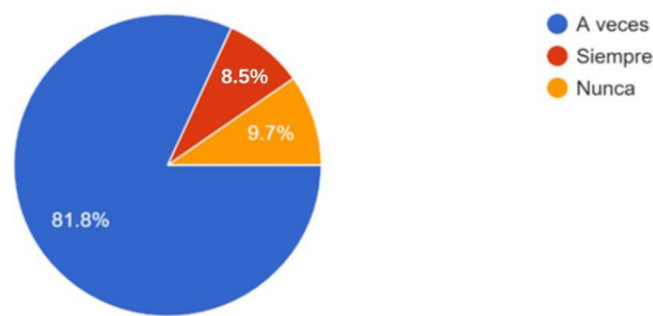
The high percentage (92,9%) of affirmative responses indicates that both managers and workers in the bakery sector in Pasto consider achieving results to be essential in their companies. This implies an organizational culture focused on achieving goals and tangible results. Given that only 7,1% of participants indicated disagreement, it is important to explore further the reasons behind this opinion. This minority may have different concerns or perspectives on the focus on results.

Most survey participants consider achieving results paramount in bakery companies in the city of Pasto. This indicates a performance orientation and the importance of achieving goals and objectives.

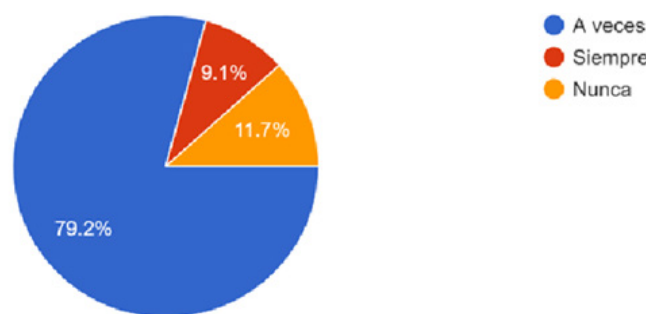
Most participants (81,8%) indicated that human resource optimization in the company occurs “Sometimes.” This suggests that there are times when efforts are made to optimize human resources, but not consistently. According to the survey results, human resource optimization in bakeries in Pasto occurs to varying degrees. While efforts are made to optimize human resources at times, there is room for improvement, and a significant percentage of participants indicate that this does not happen consistently. Identifying and addressing areas where improvements are needed can benefit organizations' development and performance in the baking sector.

Figure 7.

Human resources are optimized in the baking sector in Pasto

**Figure 8.**

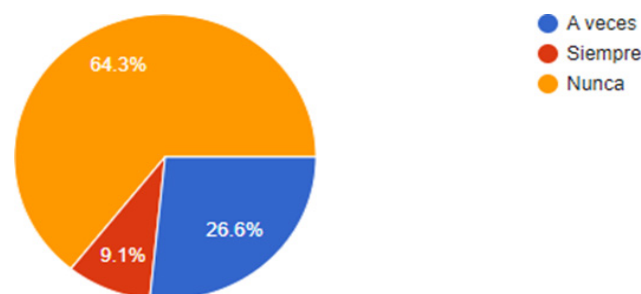
In the baking sector in Pasto, the personal and professional development of employees is important



According to the survey results, the personal and professional development of employees in bakery companies in the city of Pasto is considered important at certain times but not consistently. There is room for improvement, and many participants believe this is not adequately valued. Identifying and addressing improvement areas can benefit the development and performance of organizations in the bakery sector. In addition, focusing on employees' personal and professional development can positively impact their performance and job satisfaction. Most participants (79,2%) indicated that the personal and professional development of employees in the company is relevant "Sometimes." This suggests that there are times when this aspect is considered important but not consistently.

Figure 9.

The baking sector in Pasto promotes social values, motivation, and creativity among employees

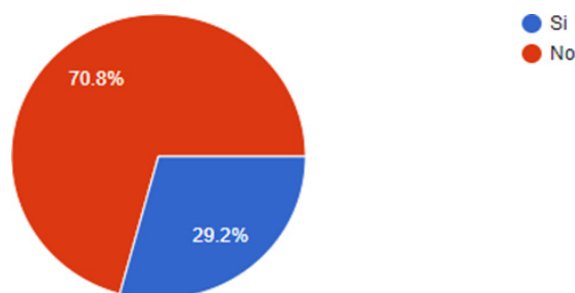


Regarding the responses obtained from the 154 respondents, we found the following information: 64,3% of respondents stated that social values, motivation, and creativity are never encouraged among employees in the company. This response indicates that most participants do not perceive that the organization promotes or values these aspects in the workplace. This can hurt employee engagement and satisfaction and the organization's ability to foster innovation and growth.

In contrast, 9,1% of respondents indicated that social values, motivation, and creativity are always promoted among employees in the company. This response reveals that a small minority of participants perceive that the organization consistently promotes and encourages these aspects among its employees. This suggests an organizational culture that values and supports creativity, motivation, and social values as essential to its functioning.

Figure 10.

In the baking sector in Pasto, clearly defined goals and objectives are established

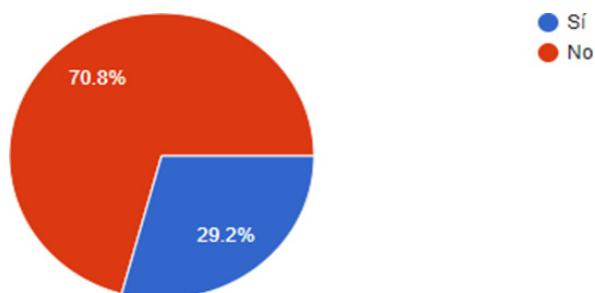


29,2% of respondents said that clearly defined goals and objectives are set within the organization. This shows that a minority of participants feel that the organization focuses on defining and communicating goals and objectives to its employees. These results suggest a good management practice that provides clarity and guidance to employees regarding what is expected of them and the goals to be achieved.

70,8% of respondents indicated that clearly defined goals and objectives are not established within the organization. This response reveals that most participants perceive that the organization does not focus on defining and communicating goals and objectives. This can hurt the clarity of expectations, motivation, and employee performance.

Figure 11.

As a manager, there is mutual respect and trust between the group of employees and the organization's management



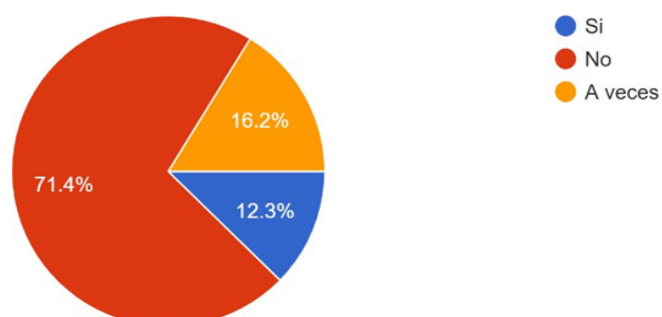
The responses obtained yielded the following results:

70,8% of respondents indicated that managers do not know whether there is mutual respect and trust between the group of employees and the organization's management. This response reveals that most participants, who are also managers, perceive that they do not clearly understand the level of respect and trust within the organization. This may indicate a lack of communication and effective feedback between management and employees, which can negatively affect the work environment and the relationship of trust.

As for 29,2% of respondents, they answered that as managers, they do know if there is mutual respect and trust between the group of employees and the organization's management. This indicates that a minority of participants, who are managers, feel they know about the level of respect and trust in the organization. These managers have probably implemented effective communication and feedback mechanisms that allow them to assess the work environment and the relationship between employees and management.

Figure 12.

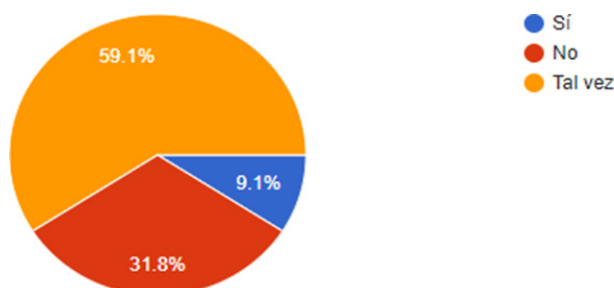
Regular meetings are held in the baking sector in Pasto to discuss the company's problems



Most participants (71,4%) indicated that there are no regular meetings to communicate about company issues in the bakery sector in Pasto. This suggests a lack of formal, structured communication channels to address organizational problems. The survey results suggest a lack of regular meetings to communicate about company issues in the bakery sector in the city of Pasto. This indicates an opportunity for improvement in terms of promoting effective communication and the exchange of ideas. Establishing formal communication channels can facilitate problem-solving and promote employee participation and commitment. Improving communication can have a positive impact on organizational behavior and the performance of bakery companies.

Figure 13.

The baking industry in Pasto offers job stability to its employees

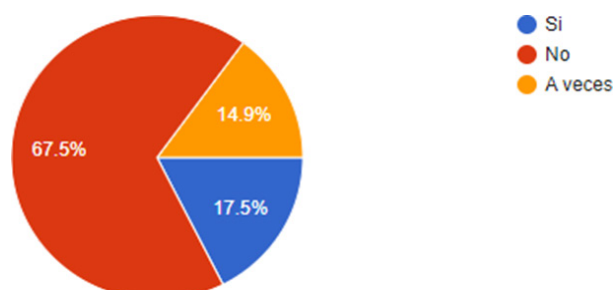


Based on the responses obtained from the survey participants, we observed the following information: The majority of respondents (59,1%) chose the option “maybe.” This indicates some ambiguity or uncertainty in the perception of job stability offered by baking organizations. Some employees may have mixed experiences or are unsure about the job stability they are offered. However, a significant percentage of respondents (31,8%) believe that the organization does not offer job stability to its employees. These results suggest that many respondents perceive job instability in the bakery sector.

A small percentage of respondents (9,1%) believe that the organization offers job stability to its employees. This may indicate that some participants perceive stable working conditions in the sector’s bakeries.

Figure 14.

The baking sector in Pasto is characterized by its dynamism and entrepreneurial spirit



Regarding the responses obtained from the 154 respondents, including managers and workers, we found the following results:

67,5% of respondents answered negatively, indicating they do not consider the company dynamic and entrepreneurial. This percentage reveals that a significant majority of participants do not perceive companies in the baking sector as organizations that stand out for their agility and entrepreneurial spirit.

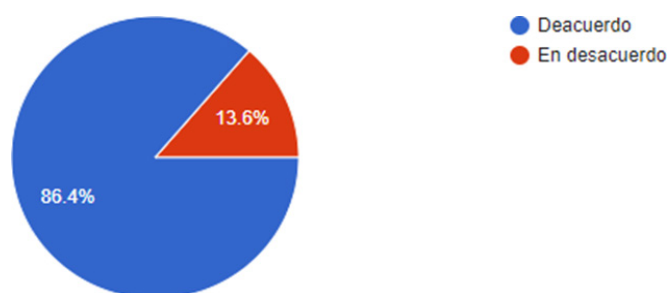
17,5% of respondents consider the company to be dynamic and entrepreneurial. This indicates that a minority of participants perceive the bakery organization in Pasto as standing out for its ability to adapt and undertake new initiatives.

Agreement: 86,4% of respondents agree that the most important thing in the company is the stability of its employees. This indicates that most participants perceive job stability as a fundamental value in baking organizations in Pasto. This high proportion reflects respondents’ importance placed on job security and continuity.

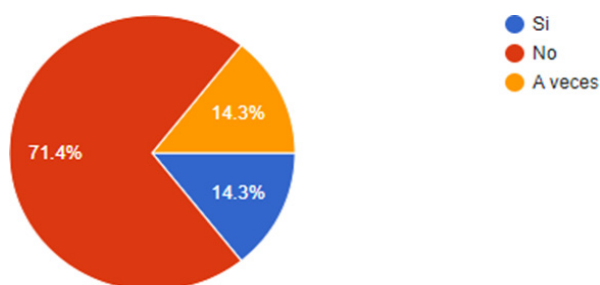
Moreover, 13,6% of respondents disagree that the most important thing in the company is the stability of its employees. This percentage reveals that a minority of participants do not consider job stability a key aspect of bakery organizations. There may be various reasons behind this perception, such as a higher valuation of other aspects or priorities within the work context.

Figure 15.

For the baking sector in Pasto, the most important factor is the stability of its employees

**Figure 16.**

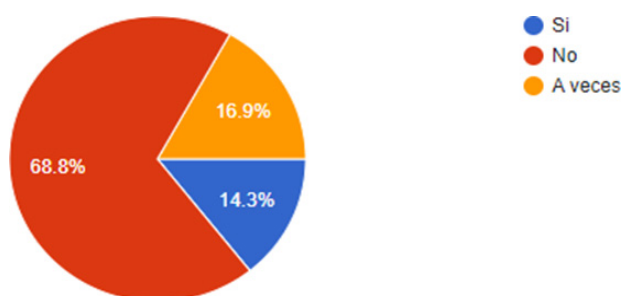
Managers in the Pasto baking sector focus on coordination



Regarding the responses obtained, 14,3% of respondents consider that company managers are characterized by being coordinators. This indicates that a minority of participants perceive managers in bakery organizations in Pasto to have coordination skills and characteristics to manage resources and processes efficiently. As for the 71,4% of respondents who answered negatively, they indicated that they do not consider managers to be coordinators. This percentage reveals that the vast majority of participants do not perceive managers in the bakery sector as leaders who perform a practical coordination function in managing the organization.

Figure 17.

Managers in the baking sector in Pasto focus on administrative functions



Regarding the responses obtained from the 154 respondents, including managers and workers, we found the following results:

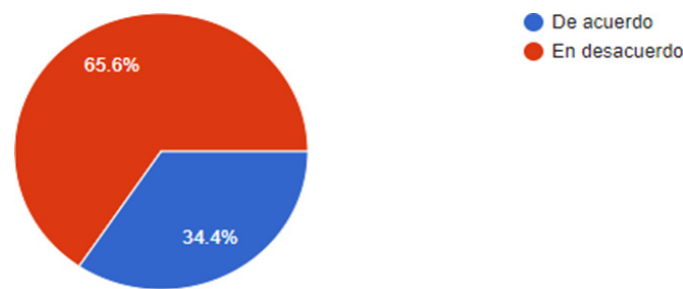
14,3% of respondents consider company managers to be administrators. This indicates that a minority of participants perceive that managers in bakery organizations in Pasto possess effective management and administrative skills and characteristics.

68,8% of respondents answered negatively, indicating that they do not consider managers to be administrators. This percentage reveals that the vast majority of participants do not perceive managers in the bakery sector as leaders who perform an efficient administrative function in managing the organization.

16,9% of respondents chose the option "sometimes." This implies that a minority of participants have an uncertain or ambiguous perception of whether or not managers are characterized as administrators. There may be situations or moments when managers exercise management and administrative skills but not consistently or across the board.

Figure 18.

The cohesive factor in the Pasto baking sector is loyalty and tradition



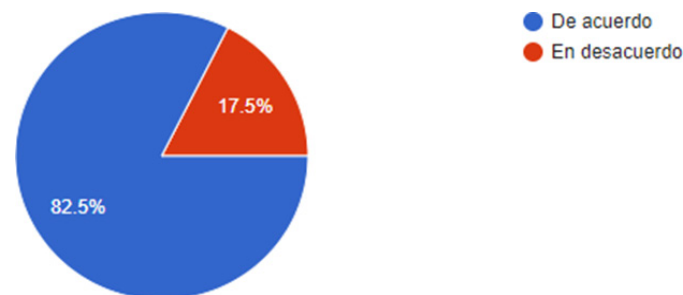
Based on the information obtained from the respondents, the following results were obtained:

34,4% of respondents agree that loyalty and tradition are the factors that bring the company together. This indicates that a minority of participants perceive loyalty to the company and tradition as important elements for generating cohesion and unity in the bakery organizations in Pasto.

However, 65,6% of respondents disagree that loyalty and tradition are the factors that bring the company together. This percentage reveals that most participants do not consider loyalty and tradition to be the main elements of cohesion in companies in the bakery sector. It is possible that other factors, such as a shared vision, teamwork, or organizational culture, are considered more relevant in creating internal cohesion.

Figure 19.

The cohesive factor in the baking sector in Pasto is the achievement of goals and tasks

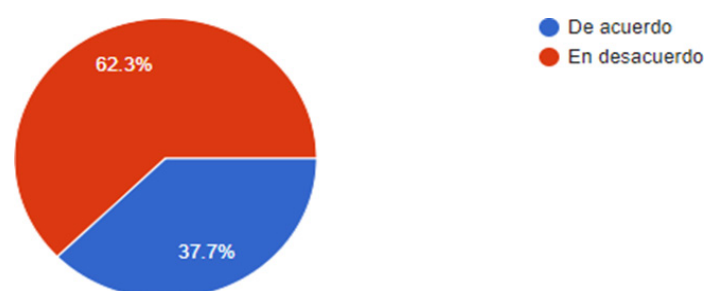


Agreement: 82,5% of respondents agree that the factor that brings the company together is achieving goals and tasks. This indicates that the vast majority of participants perceive that focusing on achieving goals and tasks is an important element in generating cohesion and unity in the bakery organizations in the city of Pasto. This high proportion reflects the importance of results orientation and teamwork in achieving common goals.

However, 17,5% of respondents disagree that the cohesive factor in the company is the achievement of goals and tasks. This percentage reveals that a minority of participants do not consider the focus on goals and tasks to be the main element of cohesion in companies in the bakery sector. Other factors, such as interpersonal relationships or the work environment, may also be relevant to organizational cohesion.

Figure 20.

The cohesive factor in the bakery sector in Pasto is formal rules and policies



When asked this question in the survey, managers and employees provided the following responses:

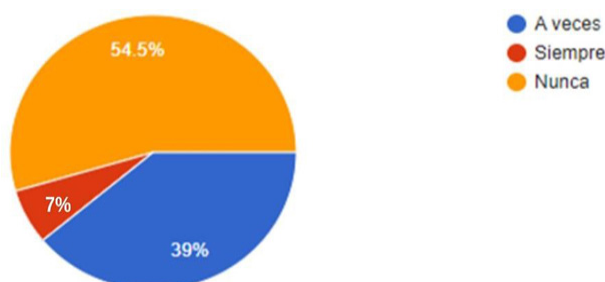
62,3% of respondents disagree that formal rules and policies are the cohesive factor in the company. This percentage reveals that most participants do not consider formal rules and policies to be the main element of cohesion in

organizations in the baking sector. It is possible that other factors, such as organizational culture, leadership, or interpersonal relationships, are considered more relevant to internal cohesion.

However, 37,7% of respondents agree that formal rules and policies are the cohesive factor in the company. This indicates that a minority of participants perceive that the organization's formal rules and policies are important elements in generating cohesion and unity in bakery companies in Pasto. This group believes that compliance with established rules and regulations contributes to maintaining harmony and order in the organization.

Figure 21.

The baking sector in Pasto celebrates the achievements and lessons learned by its human capital



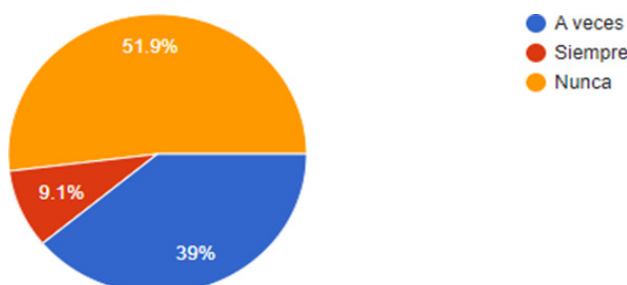
After analyzing the responses, the following results were found:

54,5% of respondents stated that the organization never celebrates the achievements and learning of its human capital. This response indicates that most participants do not perceive the organization's recognition or celebration of the achievements and learning of its staff, which can hurt employee motivation and commitment.

39% of respondents said that the organization sometimes celebrates the achievements and learning of its human capital. This indicates that a significant portion of participants perceive that the organization occasionally recognizes and celebrates the successes and learning of its staff. However, it is important to note that this response suggests that celebrating achievements and learning does not occur consistently or systematically.

Figure 22.

Recognition is a real asset for the baking sector in Pasto

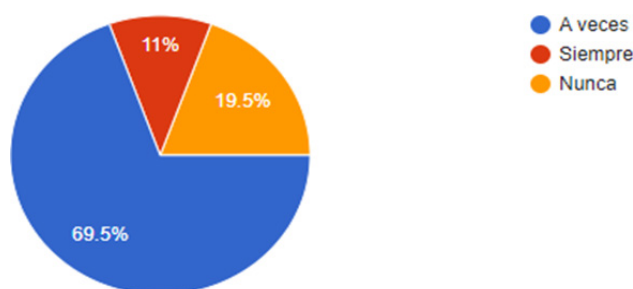
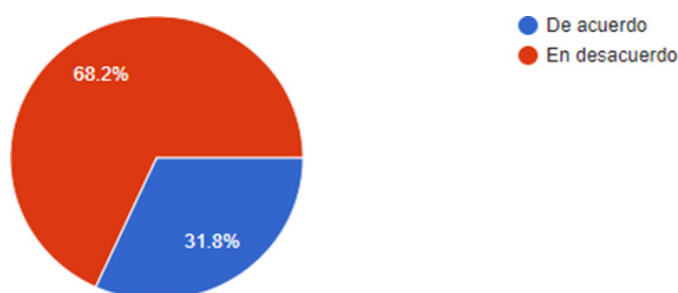


51,9% of respondents said they never consider recognition an actual value. This response indicates that most participants do not perceive the organization as placing significant value on recognizing its employees, which can negatively impact employee motivation and commitment.

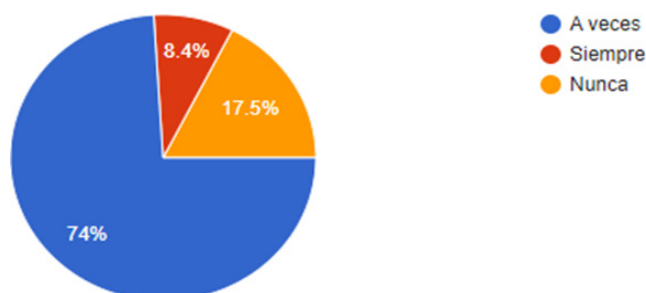
39% of respondents said they sometimes consider recognition an actual value. This indicates that a significant portion of participants perceive that the organization sometimes values and recognizes its employees for their work and contributions. However, it is important to note that this response suggests that recognition is not experienced consistently or regularly. However, 9,1% of respondents considered recognition an actual value. This percentage reveals that a minority of participants perceive that the organization consistently values and recognizes its employees. This reflects an organizational culture where recognition is seen as a core value and is actively promoted.

69,5% of respondents said they sometimes give feedback to their coworkers. This shows that most participants recognize that they give feedback to their coworkers sometimes, but not systematically or consistently. Feedback can include constructive comments, recognition of achievements, or suggestions for improving performance. However, 11% of respondents said they always give feedback to their coworkers. This response reveals that some participants provide consistent and regular employee feedback. This suggests an organizational culture where feedback is valued for professional growth and development.

However, 19,5% of respondents said they never give feedback to their employees. This response indicates that many participants do not provide feedback to their employees. Lack of feedback can hurt employee motivation, performance, and engagement.

Figure 23.*Feedback is provided to employees***Figure 24.***The manager and employees of the bakery sector in Pasto can share their opinions honestly*

According to the survey and the responses obtained, 68,2% of respondents disagreed that opinions can be shared honestly among themselves and their colleagues. This response reveals that most participants perceive a lack of openness and honesty in communication within the workplace. This may indicate an organizational climate where communication is hindered or expressing opinions is not actively encouraged. However, 31,8% of respondents agreed that opinions can be shared honestly among themselves and their colleagues. This indicates that a minority of participants perceive a work environment where openness and honesty in communication are encouraged. This response suggests that a portion of employees feel comfortable sharing their opinions and perspectives in a frank and direct manner.

Figure 25.*The bakery sector in Pasto allows its employees to contribute ideas and express their opinions*

74% of respondents said they sometimes feel that the organization allows them to contribute ideas and express their opinions. This indicates that most participants are occasionally allowed to contribute their ideas and opinions within the organization. However, it is important to note that this response suggests that the contribution of ideas and opinions is not experienced consistently or in all areas of the organization.

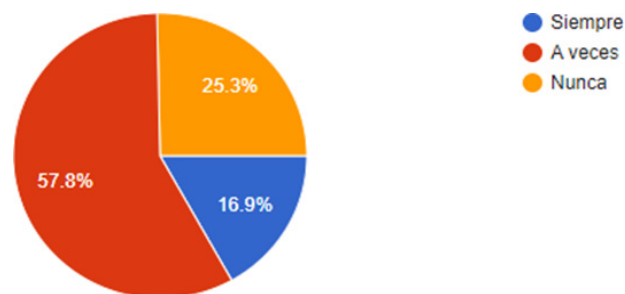
In comparison, 8,4% of respondents indicated that the organization allows them to contribute ideas and express opinions. This response reveals that a minority of participants perceive that the organization consistently values and encourages their participation in generating ideas and expressing opinions. This suggests an organizational culture promoting active employee participation in decision-making and organizational development.

Moreover, 17,5% of respondents said they never feel that the organization allows them to contribute ideas and express opinions. This response indicates that many participants do not perceive that the organization values their

contribution regarding ideas and opinions. This can hurt employee motivation, commitment, and the organization's ability to innovate and adapt.

Figure 26.

The baking sector in Pasto offers its employees the flexibility to take time off when they need it or in the event of an emergency



The survey responses showed that 57,8% of respondents said they sometimes have the flexibility to take time off when needed or in an emergency. This indicates that most participants experience some flexibility in taking time off when necessary, whether for personal reasons or in unforeseen situations. However, it is important to note that this flexibility is not provided consistently or to all employees. However, there is a slight difference between always and never. Twenty-five point three percent of respondents said they never have the flexibility to take time off when needed or in an emergency. This response indicates that many participants do not perceive that the organization provides them the necessary flexibility to take time off when needed. This can negatively impact employee well-being and satisfaction, as well as their ability to handle personal or unforeseen situations.

Moreover, 16,9% of respondents indicated they always have the flexibility to take time off when needed or in an emergency. This response reveals that a minority of participants perceive that the organization gives them the flexibility to take time off without restrictions or negative consequences. This suggests an organizational culture that values work-life balance and recognizes the importance of addressing the needs and contingencies of employees.

Identification of the type of organizational culture in the bakery sector in Pasto

Taking into account the results obtained in the first specific objective, it is possible to identify the type of organizational culture in companies in the bakery sector in Pasto based on the following approaches:

Results-oriented approach

Regarding the results obtained, the vast majority of surveyed participants responded favorably. This reflects a broadly positive perception of the importance of results for companies in the past bakery sector. This suggests that achieving objectives is essential for organizations' success and effective functioning in this field. Achieving goals also plays a significant role in pasto bakery companies, indicating a clear focus on obtaining mainly positive results.

However, it is crucial to highlight that certain disagreements do not consider objectives to be relevant elements. These opposing opinions point to the need to pay attention to areas where management practices can be improved and where employees are involved in order to ensure greater consensus and balance in the achievement of goals within organizations.

However, many participants indicated that decision-making in the bakery company is sometimes centralized at the management level. This suggests that decisions are sometimes made by managers, while in other cases, there could be a greater degree of participation and decentralization in decision-making.

A high percentage of affirmative responses indicate that both managers and workers in the bakery sector in Pasto consider achieving results to be paramount in their companies. This implies an organizational culture focused on achieving goals and tangible results.

Person-oriented approach

According to the people-oriented approach, the research identified relevant aspects related to human capital development and the intentional use of skills in the development of activities, which contribute to the achievement of the objectives of the bakery companies in Pasto. Most participants do not perceive that the organization promotes or values these aspects in the work environment. This can hurt employee commitment, satisfaction, and the organization's ability to foster innovation and growth. In contrast, for some companies, there is some flexibility regarding the time employees can take when needed or in unforeseen situations. This indicates that a minority of respondents feel that the organization allows them to manage their time without restrictions or consequences. This suggests an organizational culture that values work-life balance and recognizes the importance of meeting the needs and contingencies of employees.

However, this perception is shared by a tiny minority of participants, pointing to an organizational culture that does not give sufficient priority or support to creativity, motivation, and social values as essential components of its functioning. In conclusion, companies can implement human capital development programs that include training, mentoring, and opportunities for professional growth. This will allow employees to acquire new skills and feel more valued.

Norm-oriented approach

Regarding the norm-oriented approach, it is concluded that within companies in the baking sector, a minority of participants perceive that the organization clearly focuses on defining and communicating goals and objectives for its employees.

Regarding the norm-oriented approach, it was found that within companies in the baking sector, a minority of participants perceive that the organization clearly focuses on defining and communicating goals and objectives to its employees. These results suggest a good practice in organizational management that provides clarity and guidance to employees regarding what is expected of them and the goals to be achieved.

Organizations do not set clearly defined goals and objectives for their employees. This means that most companies perceive the organization as not focusing on defining and communicating goals and objectives. This can negatively impact the clarity of expectations, motivation, and employee performance.

A minority of participants perceive that the organization's formal rules and policies are important elements for generating cohesion and unity in the bakery companies in Pasto. This group considers that compliance with established rules and regulations contributes to maintaining harmony and order in the organization. This leads to the conclusion that most companies do not perceive managers in the bakery sector as leaders who perform an effective coordination role in the organization's management.

Problem-solving approach

About the problem-solving approach, it was concluded that most companies in the bakery sector do not hold regular meetings to communicate about problems in the bakery sector in Pasto. This suggests a lack of formal, structured communication channels to address organizational problems. The results suggest that in the bakery sector in the city of Pasto, there is a lack of regular meetings to communicate about company problems. This presents an opportunity for improvement in terms of promoting effective communication and the exchange of ideas. Establishing formal communication channels can facilitate problem-solving and promote employee participation and commitment. Improving communication can also positively impact organizational behavior and the performance of bakery companies.

Power-oriented approach

Organizations that follow a power orientation show a strong determination to dominate their environment and overcome obstacles. (Harrison. 2023) This means that most of these organizations do not recognize or celebrate the achievements and learning of their human talent. This translates into a lack of perception on the part of employees that the organization recognizes or celebrates their achievements and knowledge acquisition. This shortcoming can hurt employee motivation and commitment, as they do not feel valued. In addition, organizations tend not to provide feedback to their employees, suggesting that a significant proportion of the study participants do not experience a feedback process from their superiors. The absence of feedback can have

adverse consequences on employee motivation, performance, and commitment, as effective feedback is essential for the development and continuous improvement of individuals within the organization.

However, some organizations do provide feedback to their employees. This indicates that a certain percentage of participants recognize that they provide feedback to their employees on certain occasions but not systematically or consistently. Feedback should include constructive comments, recognition of achievements, or suggestions for improving performance. This implies an organizational culture where feedback is valued for professional growth and development.

A culture that most influences bakery companies in Pasto

Companies in the bakery sector in Pasto have a balance between work and personal life, which makes them strongly inclined toward a power-oriented organizational culture. This is one of the primary types of culture, and companies should focus on it without neglecting the consequences of this approach and its benefits (Harrison, 2023). Pasto's bakery companies' contribution to business competitiveness is recognized, which is why their values and culture, in general, are geared toward highlighting their market position, with business leadership as their primary focus.

Based on the above, the past bakery sector companies tended to adopt a predominantly power-oriented approach. Most of these companies claim to have a mindset focused on growth, innovation, and strategy formulation to maintain and achieve a solid market position. However, this perspective overlooks important aspects such as human capital development and feedback. It would be beneficial to incorporate practices that encourage constructive comments,

recognition of achievements, and suggestions for improving employee performance.

In summary, while achieving objectives is vital to the success and effective functioning of organizations, it is also essential to value human talent, promote feedback as a tool for growth and professional development, and find a balance between tangible results and the comprehensive development of employees.

Organizational culture factors that have influenced the success, leadership, and competitiveness of companies in the Pasto bakery sector following the guidelines of this research focused on organizational culture, the third specific objective is developed, which determines the factors of organizational culture that have influenced the success, leadership, and competitiveness of companies in the bakery sector in the city of Pasto. This emphasizes that, to a certain extent, all companies in the bakery sector have factors of success, leadership, and competitiveness that have allowed them to maintain or become leaders in the sector, thus allowing the visualization of factors of organizational culture that contribute to and influence the regional and national economy, among which the following can be mentioned:

Success factors

Companies in the baking sector in Pasto affirm and highlight that success factors such as motivation and attitude, organization, knowledge of the competition, and providing quality service are important. Most of these companies claim to have a mindset focused on growth, innovation, and strategy formulation, intending to maintain and achieve a solid position in the market and always focused as an organization on achieving objectives and results, implementing operational and commercial strategies that allow, to a certain extent, an increase in sales and the creation of a sense of belonging among the group of employees.

The success factors of a company are key aspects that, when previously studied and then properly executed, guarantee the development, growth, and sustainability of a company and its business units. They are specific points that allow the achievement of objectives. When ignored or not given adequate importance, they contribute to the organization's failure. The study showed some shortcomings in terms of success factors, which can lead to consequences such as a loss of competitiveness due to a decrease in market share and an inability to keep up with competitors. Financial problems may also arise, such as economic losses, lack of investors, or difficulties obtaining financing. Sometimes, it could result in employee demotivation or turnover, as team members may feel frustrated if they do not see progress or positive results in the organization. It could even lead to difficulties attracting human talent and retaining talented employees, directly affecting the organization's ability to innovate and prosper.

Leadership factors

For bakery companies in Pasto, leadership is considered one of the most relevant factors for internal unity within the organization, according to the results obtained by the survey participants. However, these results show that the bakery sector does not have these factors, such as inspirational motivation, perceived influence of the leader, intellectual stimulation, recognition or celebration of achievements as motivation, opportunities to contribute ideas, and very little flexibility regarding time for personal matters. Leadership in organizational development is much more complex than control over a group of people or the dominant position of the strongest member of a social group.

Leadership in organizational development is based on a shared vision and the pursuit of common goals, information, and knowledge. The person who plays this leadership role is responsible for setting goals, motivating team members, acting with determination, instilling a spirit of teamwork within the organization, and representing the company's culture. (Cámara Madrid, 2022)

Some key points include the need for a shared vision, achieving common goals, and effectively managing information and knowledge. The leader plays a fundamental role in setting goals, motivating the team, demonstrating determination, fostering a spirit of collaboration, and faithfully representing the corporate culture. Clear leadership is a key element here.

Competitiveness factors

The competitiveness factor in this research is that baking companies in Pasto are focused on increasing their competitiveness, and most managers and workers see the company as oriented toward achieving competitive advantages and improving its market position. The factors most emphasized are low prices and good quality, which means many factors are needed to achieve a good position and be a more competitive company. These results suggest that it is a priority for bakery companies to implement more competitive factors. This means that expanding these factors, such as innovation, the implementation of new technologies, and even expansion into other markets, can be a positive aspect since a company focused on improving its competitiveness is more likely to adapt to market changes and remain relevant in the long term.

Good competitiveness management can generate positive aspects such as innovation because companies that seek to be competitive tend to invest in continuous improvement and innovation to stand out in the market. Like operational efficiency, companies optimize their processes and operations to be more efficient, reducing costs and improving quality.

It can also generate positive product/service quality aspects, as companies often strive to offer high-quality products and services to meet customer demands. For example, products such as filled bread, bread rolls, croissants, cheese sticks, cheese bread, cookies, and pastries, or services such as business consulting, product sales advice for workdays, product presentations, coffee breaks, anniversaries, conferences, exhibitions, etc. Social services such as product advice for birthdays, baptisms, and anniversaries are also included.

However, it is necessary to comply with each of these aspects, balancing them with a long-term vision and proper management of challenges, all of which are essential for the sustainable success of a company.

CONCLUSIONS

Thanks to the development of this research focused on analyzing the organizational culture of companies in the bakery sector in Pasto; it can be concluded that the results suggest that research is crucial, as it allows for understanding and detecting organizational culture thanks to the contribution of committed staff focused on both corporate and personal goals. Straightforward and assertive communication is key in integrating the entire team and strengthening member relationships. In addition, the importance of creating more effective work environments and communication channels is highlighted, which, in the long term, would facilitate the incorporation of organizational culture in companies. It should be noted that this process provided insight into organizational culture, as evidenced by the creation and implementation of a research tool, in this case, the survey. The purpose was to analyze aspects related to the topic to implement or strengthen the concept of organizational culture more effectively.

In addition, this approach allows for improved function performance and the achievement of corporate objectives. In the same way, it allowed for the implementation and launch of the series of knowledge acquired during the training stage to achieve a better and broader vision of the concept of organizational culture, which in turn contributes significantly to the growth of organizations. The importance of this concept is that it helps in the creation of a brand identity.

Consequently, it can be concluded that the bakery companies in Pasto show an apparent inclination towards a power-oriented approach, reflected in the importance they attach to achieving tangible results and the determination to dominate the business environment. Although this orientation can be practical for competitiveness and market leadership, it is crucial to recognize that a lack of attention to human capital development and feedback can negatively affect employee motivation and commitment.

These companies in the Pasto bakery sector prioritize the achievement of tangible objectives, innovation, and the formulation of strategies to remain competitive in the market. This perspective can be practical for business success, but the need to balance this approach with more people-centered practices is highlighted.

Baking companies in Pasto have identified key factors for success, leadership, and competitiveness. Focusing on achieving objectives, growth strategies, and innovation stands out as essential for maintaining a solid position in the market. In addition, most companies recognize the importance of competitiveness and constantly seek to improve to adapt to market changes. Leadership is perceived as a crucial factor for internal cohesion and organizational development. The role of the leader is not limited to control but involves creating a shared vision, motivating the team, and representing the company's culture. Clear direction, practical information, and knowledge management are key elements of successful leadership.

Despite identifying success factors, potential shortcomings in their implementation have been identified. These challenges could lead to consequences such as loss of competitiveness, financial problems, and employee demotivation or turnover. Addressing these shortcomings is crucial to ensuring the development, growth, and sustainability of companies. Regarding competitiveness management, investment in innovation, operational efficiency, and product/service quality is crucial for bakery companies to stand out.

In conclusion, although bakery organizations in Pasto have strong leadership and focus on competitiveness, achieving success remains a complex challenge. Lack of success could be attributed to factors such as ineffective strategy, changes in market conditions, inadequate management of key factors such as poor human talent management, or even the general definition of success.

RECOMMENDATIONS

As final recommendations for implementing a good organizational culture and an opportunity for improvement in the Pasto bakery sector, first, given the inclination toward a power-oriented organizational culture, it is essential to balance this approach. Integrate practices that value not only tangible results but also human capital development. Promote an environment that recognizes and celebrates employee achievements and learning, fostering a balanced culture. Address the lack of regular meetings to address problems, establish formal communication channels that facilitate the exchange of ideas and collaborative problem solving, and involve employees in decision-making whenever possible, fostering greater participation and decentralization.

Given the perception of a lack of priority and support for aspects such as creativity, motivation, and social values, ensure that work and personal life are balanced, value employee well-being, and promote an environment that recognizes the importance of meeting their needs and contingencies.

Reinforcing the focus on competitiveness, it is recommended that bakery companies in Pasto maintain continuous strategic planning. This involves periodically evaluating the effectiveness of operational and commercial strategies, ensuring they align with the company's mission and vision. Given that success factors are essential, it is suggested that organizations conduct periodic evaluations to identify potential weaknesses. This could include internal audits, employee satisfaction surveys, and financial performance analysis. Early detection of problems allows for proactive correction. Given the importance of leadership, a leadership development program could be implemented. This will not only strengthen the current skills of leaders but also identify and cultivate new leaders within the organization. Effective leadership is key to internal cohesion and the achievement of common goals.

Fostering a culture that values innovation and operational efficiency can lead to significant improvements. Investing in continuous improvement and more efficient processes drives competitiveness and contributes to the company's adaptability to market changes.

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None.

CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

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