The Organizational Culture As An Innovation Management Strategy In An Agro-Export Company

[1] Dr. Alejandro Alfredo Quispe-Mayuri, [2] Mag.William Jesús Rojas-Gutiérrez, [3] Mag. Arias-Rimari Eliana María, [4] Janet Natalia Mendoza-Rejas, [5] Dra María Pilar Cacsire-Castillo, [6] Ing. Luz Lorena Junes-Del Pozo.

[1] *San Juan Bautista Private University Alejandro.quispe@upsjb,edu,pe, código de orcid: 0000-0002-0002-5182*

[2] *San Juan Bautista Private University william.rojas@upsjb.edu.pe, 0000-0001-5296-2971.*

[3] *University Catholic Sedes Sapientiae, erimari@ucss.edu.pe, código orcid:0000-0002-0533-7492*

[4] *San Juan Bautista Private University, janet.mendoza@unica.edu.pe, orcid code: 0000-0002-1059-7280*

[5] *San Juan Bautista Private University, maria.cacsire@upsjb.edu.pe, orcid code: 0000-0002-3583-3323*

[6] *University Cesar Vallejo, uldarico.canchari@unica.edu.pe, código orcid: 0000-0003-4536-5719*

Abstract

The objective of the research was: To analyze the organizational culture as an innovation management strategy in an agro-export company. The type of research was quantitative, the level was descriptive/correlational, and the chosen design was non-experimental. The census population consisted of 60 sample elements. It is concluded that there are factors that limit the development of organizational culture as a management strategy in an agro export company. The near future of the organization is totally uncertain; it is immersed in a complex, changing, and dynamic environment, which is why it is opting for the generation and development of strategies to face its direct and indirect competition and to achieve a position in the market where it participates.

KEY WORDS: Culture, Organizational Culture, Strategy, Innovation Management, Agro export.

I. INTRODUCTION

The objective of the research was to analyze the organizational culture as an innovation management strategy in an agro export company. Different conceptualizations of organizational culture have been developed in the last decades, depending on them, propositions are made, strategies are developed and evaluated to improve the welfare of the company's members. Some authors make references that human capital management has its development around organizational culture. (Yeung, 1991), it is necessary to consider the conception of the person in a company and his participation in it are related to the recognition of his competences, knowledge, and skills that the collaborator possesses and the implementation of policies, standards, processes, and procedures that give a frame of reference for the development of the functions, reflecting in the productivity of the organization. (Giordan & De Vecchi, 1999). This shows the development of the conceptualization of organizational culture, which was initially approached from the perspective of anthropology and sociology and is now understood as an element of the internal and external organizational environment (Kiakajouri, Jafar, Hosein, 2010). Organizational culture has been widely studied, finding similarities and differences between conceptions, different understandings, interpretations, and ways of

measuring it over time (Gutiérrez, 2006). Organizational systems promote in the company the development of organizational culture oriented to continuous improvement; therefore, it is necessary the application of individual and collective change processes planned and directed to achieve the development of good practices of work performance that make efficient and effective the management of functions. (Rodríguez & Bautista, (2021). The investigation of organizational culture is especially relevant because it contributes to the knowledge of organizational behavior, a product of its diversity and complexity is conditioned by the relationship of internal and external aspects that give it the legitimacy of its particular character of expression and of those processes that make it dynamic. In addition, it gives the possibility of designing various plans and strategies that produce changes and long-term development taking as a starting point the identity that has been generated within the organization. (Ruiz & Naranjo, 2012).

The company under study has not developed a culture of teamwork, which is based on mutual cooperation, where the individualistic aspect of the employees stands out and they only work under pressure to achieve the established goals. The organizational climate is not as expected, and internal communication is deficient because the optimal channels have not been established. There is also a lack of leadership in the company, generating a lack of commitment and identification with the tasks and the company. It is also known that specific training is not provided as frequently as required. In addition, it has been determined that there is a high personnel turnover, which makes it difficult to carry out the daily work in the company, since it is necessary to teach again what the personnel must know to perform their functions, aspects that affect the development of innovation management.

The company does not consider the opinions of its employees and does not encourage the development of creativity and innovation among its employees. There is no adequate control in the warehouses of inputs, fertilizers and labor, various materials, only Cardex is used for some products, and there is no up-to-date stock of materials and inputs for production. Factors limiting innovation management.

II   Theoretical framework

Organizational culture
According to (Cameron & Quinn, 2006), organizational culture is defined as a conception shared by the members of a group of people about the values, beliefs, principles and norms that affect work life and make decision making possible. (ISO 9001:2015) establish that they intend to analyze, identify, and classify the most relevant dimensions, and provide a synthesis of the dimensions that require greater intervention and that should be in the organizational culture to contribute to its adaptation and integration. In relation to this issue, Serna (2008) states that "corporate culture is, therefore, one of the greatest strengths of an organization if it coincides with its strategies. But if this does not happen, it will be one of its main weaknesses" (p. 133).

Teamwork
Del Villar (2002) states that "teamwork has become one of the fashions in the management of organizations, it has an ambivalent sense, as well as being fashionable, it is difficult to implement", the author states that in Latin America there is no other way to develop effective teamwork but by changing the concept of fashion for that of mode: "The transition to a teamwork mode is not easy" ; it is necessary to establish that to turn teamwork into an organizational management mode it is necessary to have conviction, establish policies and proactive attitudes for the good performance of personnel in the company, it should be noted

that the corrective actions and those of integration have to be implemented at all hierarchical levels of the company, so that in this way the collaborators without considering the position, responsibility, authority or remuneration perceive teamwork as a "mode" of management.

Performance

According to Harbour, J. (2009) performance is "an actual achievement or result on the job". Then, performance as an indicator is a comparative metric to answer the question: How are things going? concerning a specific aspect, the author comments that performance measurement is "the process of measuring achievements and results, as well as the internal parameters of the process that affect those achievements." The authors Bateman T, & Snell, S. (2009) mention that "the key element of teamwork is commitment to their common goal", the overall goal of the group must be translated into specific and measurable performance goals, collective performance goals help define and distinguish the team's product, for teams like individuals, need feedback on their performance, with feedback from customers being particularly important".

Identification with the organization

The organization to which a person belongs can provide them with answers about their own identity and, as a consequence, identification with the organization is considered a form of social identification that is related to the motivation to achieve common goals and will have a greater impact on the organization (Ashforth & Mael, 1989). Empirical studies conducted by (Topa & Morales, 2006) show that personal identity could have an influence on common work performance behaviors agreed upon by the organization, while social identity, which is

understood as organizational identification, would promote behaviors more focused on group objectives than on individuals.

Innovation management

The concepts of management and innovation are closely related, Luhmann (1997 p. 89) states that innovation is "...a counter-inductive decision process, a decision process that decides differently from what was expected and thus changes expectations". Lundvall (1992) considers that the management of Innovation would have two denotations: 1. Disciplinary area has as purpose the study of strategies, conditions and management systems of resources and opportunities that give the possibility of stimulating creativity, promoting it, linking it with the environment and being able to introduce the results to the dynamics of organizations with rationality and effectiveness; 2. A series of activities carried out by a manager or specialized team of managers, focused on the transformation of ideas into innovations.

IV. RESEARCH METHODOLOGY

The methodological design was based on quantitative research, the type of research was descriptive-correlational, the design was non-experimental. A census population of 60 sample elements was considered, of which 39 are men and 21 are women, personnel from the different areas of the company under study. The survey technique was used, the instrument was the questionnaire that was developed considering three dimensions which are: Teamwork, identification with the organization and internal communication. In addition, the alternatives used were: Yes, Sometimes, and Never. Once the information was obtained, descriptive statistics were applied for its analysis.

V. DATA ANALYSIS AND DISCUSSION

Table 1: Gender of employees

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Masculine	18	60,0	60,0	60,0
	Femenine	12	40,0	40,0	100,0
	Total	30	100,0	100,0	

Analysis: Table 1 shows that 60.0% of the employees are male and 40.0% are female.

Table 2: Teamwork

		Frequency	Percentage	Valid Percentage	Cumulative percentage
Valid	Yes	10	33,3	33,3	33,3
	Sometimes	17	56,7	56,7	90,0
	Never	3	10,0	10,0	100,0
	Total	30	100,0	100,0	

Analysis:

Considering table N 2, 56.7% stated that sometimes, it is customary to work in a team, 33.3% expressed that yes, and 10.0% said never, in relation to the question asked.

A team is a set of individuals who complement each other to act, this conception gives us the possibility to express without a doubt that all teams are in essence groups, but not all groups are teams, this term team refers to the use of collective talent, which produces each individual in its intercalation with other members of the organization (Toro, 2015). Teamwork is controversial, the vast majority of organizations that work through the teamwork scheme, resist intervention for the resolution of conflicts or certain differences generated among their employees, often preferring to be on the sidelines and consider that the differences between employees have their origin in rumors and that they can be resolved (Hartzler & Henry, 1999).

Table 3. Organizational commitment

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Yes	8	26,7	26,7	26,7
	Sometimes	17	56,7	56,7	83,3

Never	5	16,7	16,7	100,0
Total	30	100,0	100,0	

Considering Table 3, 56.7% stated that they sometimes feel committed to the organization, 26.7% said yes, and 16.7% said never, in relation to the question posed.

Organizational commitment is understood as a force that refers to the identification and involvement that a person has towards the organization (Barraza, Acosta & Ledesma, 2008), it is also said to be an important aspect to achieve the success of business reforms, whose fulfillment requires highly committed employees, willing to contribute with extra effort to achieve the vision and goals of the company (Selamat, Nordin & Adnan, 2013.

Table 4. Internal communication

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Yes	4	13,3	13,3	13,3
	Sometimes	22	73,3	73,3	86,7
	Never	4	13,3	13,3	100,0
	Total	30	100,0	100,0	

Considering table N 4, 73.3% stated that sometimes internal communication is adequate, 13.3% said yes, and 13.3% said never, in relation to the question posed by the following table.

Internal communication is one of the most important activities of the organization, through these processes it is possible to coordinate the necessary actions that give meaning to the organization, carry out the execution of tasks, make changes, guide interpersonal behaviors, and enable the construction of values of the organizational culture" (Trelles, 2001, cited in Magide, 2022). This internal communication is aimed at the internal customer, i.e., the employee. It is a response to the new needs of companies to motivate their work team and encourage the retention of the best. It is necessary to emphasize that companies are what their human teams are, which is why motivating is improving the company's results (Muñiz, 2017, cited in Magide, 2022).

Table 5. Innovation management

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Yes	10	33,3	33,3	33,3
	Sometimes	16	53,3	53,3	86,7
	Never	4	13,3	13,3	100,0
	Total	30	100,0	100,0	

Considering table N 5, 53.3% stated that sometimes innovation management is encouraged, 33.3% said yes, and 13.3% said never, in relation to the question posed.

According to (Figueroa, 2015). The process of management of technological innovation of processes contributes to the technological development of a company because it gives the possibility of accelerating the stages of the innovation cycle, also through the implementation and use of a good innovation management system, the reduction of the

According to Innova Chile (2010), innovation management requires a set of policies, processes, tools, and a culture that fosters the creativity and initiative of people based on the company's strategy, which should be reflected in the creation of new products, services, and business models that create value for the company. Concerning the same subject, Baena et al. (2009) consider that it is necessary to evaluate the risk of innovation management, because in this way it is easier to detect latent opportunities and threats in the different scenarios where the company competes and, at the same time, to reduce possible risks. Drucker (2007) argues

level of uncertainty and the optimization of the stages of technological development of products, services and processes is achieved. In order to have a more specific knowledge of the relationship between the dimensions of process innovation and institutional development, correlation analyses are presented with respect to:

that a large number of successful innovations are the result of a conscious and deliberate search for opportunities that arise in certain situations.

Study hypotheses.

Hypothesis (1): Organizational culture is significantly related to innovation management in an agroexport company.

Hypothesis (0): Organizational culture is not significantly related to innovation management in an agroexport company.

Table N 6. Correlation between organizational culture and innovation management.

Correlations

		Organizational culture	Innovation management
Organizational culture	Pearson correlation	1	,842[**]
	Sig. (bilateral)		,000
	N	30	30
Innovation management	Pearson correlation	,842[**]	1
	Sig. (bilateral)	,000	
	N	30	30

[**]. The correlation is significant at the 0.01 level (bilateral).

After finding the Pearson correlation, the value of 0.842 was obtained, which indicates a high correlation, so the research hypothesis is accepted, and the null hypothesis is

rejected. It is concluded that organizational culture is significantly related to innovation management in an agro export company.

CONCLUSIONS

- Organizational culture refers
to those practices, beliefs and values that are the starting point to achieve identity, commitment, sense of belonging, teamwork in all members of the company and it is constantly changing and is affected by several variables that shape the personal and group behavior of its members. This relationship with the environment associated with internal processes and personnel training generates the so-called innovation management, which is deficient in the company under study as a result of a deficient organizational culture.
- Regarding teamwork, there are deficiencies in the development of commitment to the task, in making decisions by consensus, in cooperation to develop innovation and creativity in the company. In addition, it is concluded that there is no other way to develop effective teamwork than changing the concept of fashion for that of work mode.
- In relation to the identification with the organization, there are deficiencies in the respect of the employees' spaces and functions, in the recognition of the employees' abilities and skills, and it is also concluded that there is no interest in the professional development of its employees.
- Concerning internal communication, there are deficiencies in establishing bonds of trust among employees, as well as in remembering dates, stories, anecdotes that have occurred since the company was created, and it is almost never used to communicate and remember the company's philosophy (objectives, mission, vision, strategies, organizational values).
- Regarding innovation management, it is deficient because it does not work to promote innovation and creativity among its members; this aspect is associated with the habits of its members who only wait for orders to perform an activity and do not take on challenges and responsibilities.

BIBLIOGRAPHIC REFERENCES

1. Albomaz, Mario y Fernández Polcuch Ernesto (1997) Indicadores en ciencia y tecnología: reencuentro de la política con la gestión, pp. 2175-2190, en Solleiro, José Luis y Rodolfo Faloh Innovación, competitividad y desarrollo sustentante, Edic. CIT-UNAM-ALTEC, memorias del VII seminario Internacional de gestión tecnológica, 3V, T2, La Habana, 26-30 octubre.

2. Ashforth, B. y Mael, F. (1989). Social identity theory and the organization. Academy of Management Review, 14(1), 20-39

3. Baena, Carmen; Gutiérrez, Lourdes; Gutiérrez, Elena y Trujillo, Maite (2009). Guía para la auto evaluación de la gestión de la innovación empresarial. Modelo, cuestionario y buenas prácticas de gestión en innovación empresarial. España. Centro Andaluz para la Excelencia en la Gestión - Instituto Andaluz de Tecnología. Pp 2-84.

4. Barraza, A., Acosta, M. & Ledesma, Z. (2008). Compromiso Organizacional de los docentes de una institución de educación media superior. Red de Revistas Científicas de América Latina, El Caribe, España y Portugal, 8, 20-35. https://pdfs.semanticscholar.org/1bb3/2 6c84ae9af7c7236c1fb71fe966e81e2931 c.pdf

5. Bateman, T., Snell, S. (2009). Administración: liderazgo y colaboración en un mundo competitivo. México: Mc Graw Hill.

6. Cameron, K. S. y Quinn, R. E. (2006). Diagnosing and Changing Organizational Culture: Based on the

Competing Values Framework. Jossey-Bass.

7. Del Villar, S. (2002). Ventajas del trabajo en equipo. Recuperado de https://www.gestiopolis.com/ventajas-del-trabajo-en-equipo/

8. Drucker, Peter (2007). Innovation and Entrepreneurship: Practice and Principles. Amsterdam. London, Butterworth-Heinemann. P. 253.

9. Giordan A, De Vecchi G. Los orígenes del saber. Sevilla: Díada Editora; 1999.

10. Gutiérrez E. Cultura, organizaciones e intervención. Univ Psychol. 2006;6(1):11-129.

11. Harbour, J. (2009). Fundamentos de medición del desempeño de la empresa. México:Panorama editorial.

12. Hartzler, M., Henry, J. (1999). Teoria y aplicaciones del trabajo en equipo. México: Oxford University Press.

13. Innova Chile (2010). Bases Técnicas y administrativas del concurso promoción de la gestión de la innovación en empresas chilenas. CORFO. Santiago - Chile. Resolución Exenta 1267 del 12-11-2010.

14. Kiakajouri K, Jafar-nejad A, Hosein-zadeh A. The relationship between organizational culture and job satisfaction. Executive Management Research. 2010;10(2):87-108.

15. Luhmann, Niklas, (1997), Organización y decisión. Autopoiesis, acción y entendimiento comunicativo, Ed. Anthropos – Universidad Iberoamericana, España.

16. Lundvall, B.A., (1992), National Sistems of Innovation, Toward a Theory of Innovation and Interactive Learning, Printer Publish, U.S.A.

17. Magide, J. (2022). Plan de comunicación interna y formación en liderazgo coach en AJ & JA Redolfi SRL (Bachelor's thesis).

18. Rodríguez, O. O. R., & Bautista, L. A. (2021). Cultura organizacional y su relación con los sistemas de gestión: una revisión bibliográfica. SIGNOS-Investigación en Sistemas de Gestión, 13(2).

19. Ruiz Y, Naranjo J. La investigación sobre cultura organizacional en Colombia: una mirada desde la difusión en revistas científicas. Diversitas. 2012;8(2):285-307.

20. Schein, E. H. (1988). La cultura empresarial y el liderazgo. Una visión dinámica. Plaza & Janes Editores. P.

21. Selamat, N., Nordin, N. & Adnan, A. (2013). Rekindle Teacher's Organizational Commitment: The Effect of Transformational Leadership Behavior. Procedia - Social and Behavioral Sciences, 90(InCULT 2012), 566-574. doi: https://doi.org/10.1016/j.sbspro.2013.07.127.

22. Topa, G. y Morales, J. F. (2006). Identificación organizacional y proactivi-dad personal en grupos de trabajo: Un modelo de ecuaciones estructu-rales. Anales de psicología, 22(2), 234-242. Topa, G. y Palací, F. J. (2005). Proactividad e identidad organizacional: Un análisis multigrupo. Revista de psicología general y aplicada, 4(58), 495-504

23. Toro Suarez, L. Y. (2015). The importance of teamwork in today's organizations. Recovered from. Bogata DC: Military University Nueva Granada. Retrieved fromhttps://repository.unimilitar.edu.co/bitstream/handle/10654/13939/LUZ%20YOLANDA%20TORO%20SUAREZ%20%20TRABAJO%20FINAL.pdf

24. Yeung A, Brockbank J, Ulrich D. Organizational Culture and Human Resources Practices: An Empirical Assessment. Research in Organizational Change and Development. 5th ed. Greenwich: JAI Press; 1991.