

## Awareness program to strengthen the organizational culture in McDonald's-Ecuador



## Programa de sensibilización para el fortalecimiento de la cultura organizacional en McDonald's-Ecuador

## Programa de sensibilização para o reforço da cultura organizacional no McDonald's-Ecuador

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### ABSTRACT

Organizational culture studies gain strength in the business world. In such a globalized and mercantilist context, there is a trend towards the development of more humanizing organizations, where people can discover a space of self-realization that contributes not only to their personal well-being, but also to the fulfillment of organizational objectives and goals. The article is the result of research that aims to design and implement an awareness program to strengthen organizational culture in a fast food company in Ecuador. A mixed design was used, where the quantitative stage corresponded to the diagnostic phase of the organizational culture and the qualitative stage to the design and implementation of the awareness program. The selected sample was 17 subjects belonging to the three areas that make up the company. As a result, it was obtained that there are certain patterns of organizational culture that have a dysfunctional expression within the company, such as: leadership styles, communication, teamwork and motivation. From the implementation of the training program, the workers of the company are sensitized on the various socio-psychological factors that influence their culture, new coping strategies are provided to improve the quality of work life, there is an increase in the intrinsic motivation, communication processes tend to be horizontal and management styles show a slight tendency to be participatory.

**Keywords:** awareness program; organizational culture; leadership styles; communication; teamwork; motivation

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## RESUMEN

Los estudios de cultura organizacional cada vez cobran más fuerza en el ámbito empresarial. En un contexto tan globalizado y mercantilista, existe una tendencia hacia el desarrollo de organizaciones más humanizadoras, donde las personas puedan descubrir un espacio de autorrealización que tribute, no solo a su bienestar personal, sino al cumplimiento de los objetivos y metas organizacionales. El artículo es el resultado de una investigación que tiene como objetivo diseñar e implementar un programa de sensibilización para el fortalecimiento de la cultura organizacional, en una empresa de comidas rápidas en el Ecuador. Se utilizó un diseño mixto, donde la etapa cuantitativa correspondió a la fase de diagnóstico de la cultura organizacional y la etapa cualitativa al diseño e implementación del programa de sensibilización. La muestra seleccionada fue de 17 sujetos pertenecientes a las tres áreas que conforman la empresa. Como resultado se obtuvo que existen determinados patrones de la cultura organizacional que tienen una expresión disfuncional dentro de la empresa, tales como: estilos de liderazgo, comunicación, trabajo en equipo y motivación. A partir de la implementación del programa de entrenamiento, se sensibiliza a los trabajadores de la empresa sobre los diversos factores sociopsicológicos que influyen en su cultura, se facilitan nuevas estrategias de afrontamiento para mejorar la calidad de vida laboral, se produce un incremento de la motivación intrínseca, los procesos comunicativos tienden a horizontalizarse y los estilos de dirección muestran una ligera tendencia a ser participativos.

**Palabras clave:** programa de sensibilización; cultura organizacional; liderazgo; comunicación; trabajo en equipo; motivación

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## RESUMO

Os estudos de cultura organizacional estão a tornar-se cada vez mais importantes no mundo empresarial. Num contexto tão globalizado e mercantilista, há uma tendência para o desenvolvimento de organizações mais humanizadoras, onde as pessoas podem descobrir um espaço de autorrealização que presta homenagem não só ao seu bem-estar pessoal, mas também ao cumprimento dos objetivos e metas organizacionais. O artigo é o resultado de uma pesquisa que visa desenhar e implementar um programa de sensibilização para fortalecer a cultura organizacional em uma empresa de fast food no Equador. Foi utilizada uma concepção mista, em que a fase quantitativa correspondeu à fase de diagnóstico da cultura organizacional e a fase qualitativa à concepção e implementação do programa de sensibilização. A amostra selecionada foi constituída por 17 sujeitos pertencentes às três áreas que compõem a empresa. Como resultado, foi obtido que existem certos padrões de cultura organizacional que têm uma expressão disfuncional dentro da empresa, tais como: estilos de liderança, comunicação, trabalho em equipa e motivação. Desde a implementação do programa de formação, os colaboradores da empresa foram sensibilizados para os vários fatores sociopsicológicos que influenciam a sua cultura, são facilitadas novas estratégias para melhorar a qualidade da vida profissional, há um aumento da motivação intrínseca, os processos de comunicação tendem a ser horizontais e os estilos de gestão revelam uma ligeira tendência para a participação.

**Palavras-chave:** programa de sensibilização; cultura organizacional; liderança; comunicação; trabalho de equipa; motivação

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## INTRODUCTION

The global economy is giving way to a new conception of the working environment for organizations. It is necessary to incorporate new technology and infrastructure to raise the standards of competitiveness in the foreign market, but above all, to strengthen the human dimension in organizations, an aspect that stands out as an increasingly necessary competitive advantage.

The changes in organizational behavior have been parallel to a change in the profile and working life of the collaborator. To achieve this purpose, it is inevitable to pay attention to the organizational culture. A study of culture allows us to understand shared values, beliefs, attitudes and feelings, the opinions of others, power relationships, etc. With this, it is a matter of knowing the conditions and concrete characteristics of the companies in which the process will be carried out and, therefore, on which socio-psychological characteristics it will be possible to influence to generate an organizational change.

When the company's culture is taken into account, one can read about the main values that are promoted in the company, for example, employee participation, teamwork, communication, motivation and others of vital importance for organizational success. This contributes to the company becoming a continuous learning organization, willing to assume new challenges and responsibilities for the fulfillment of individual and organizational objectives, it generates in the company an evolutionary culture that allows continuous redirection and effective adaptation to the market (Garzón Castrillón, 2018), the interconnection among individual, group and organizational components (García et al., 2018) as well as promoting the company's working capital as a strategy for success in financial management (Barba Álvarez, 2000).

When values cannot explain some patterns of behavior of groups or areas of the organization, the basic assumptions that make up the organizational culture must be discovered in order to understand and explain those (Valdés Rodríguez et al., 2017).

The current research was conducted in a transnational fast food company in the city of Guayaquil, Ecuador, leader in its production activity for more than ten years in the current market.

With the purpose of designing and implementing a training program to make workers aware of those variables of the organizational culture that have a dysfunctional expression in the company, a diagnosis of the culture was started, supported by techniques and procedures endorsed by experts in the field and that constitute the starting point for a better understanding and analysis of this phenomenon.

The application of this awareness program allowed us to get closer to the subjects' understanding of organizational culture, to reflect on the impact it has at an individual, group and organizational level and to promote a space for dialogue about how these patterns could be modulated in order to generate an organizational culture that facilitates continuous improvement processes and that integrates the subjects' expectations with the organization's needs.

Awakening the critical awareness of the subjects about their organizational culture is the starting point if any transformation is to be achieved; hence the fundamental objective of this research is to design and implement an awareness program for the strengthening of the organizational culture, in a fast food company in Ecuador.

## MATERIALS AND METHODS

For the study, an extensive search and bibliographic review of the main concepts addressed was carried out. In this way, a dialogue was established between the results obtained and the theoretical starting points. In this sense, the conceptualization of organizational culture, a central category of this research, is deepened, as well as the other socio-psychological variables that emerged as relevant in the diagnostic process.

On the other hand, a total population of 28 workers was taken into account. The selection of the sample was case-type, made up of 17 subjects, of whom 7 belonged to the area of restaurant assistants, 6 to the hosts and 4 to training managers in the operational area. The inclusion criterion used was that the subjects should have more than three years of work experience, so that this would be sufficient time to appropriate the main values promoted by the organizational culture. In addition, training managers were included since, given the position they hold, it is viable to install any possible transformation at the organizational level.

The research design was mixed. The quantitative stage corresponded to the diagnosis of the organizational culture, where the following instruments of information collection were applied to the entire sample:

- Standards and Values Questionnaire: According to Reyes Hernández and Moros Fernández (2020), this questionnaire aims to explore the culture of labor organizations. In this sense, an analysis is made of the dispersion between real norms and values with respect to those desired by the subjects. In this way, the degree of conformity and non-conformity of individuals with the values and qualities present in the organization will be known. The technique is made up of a total of 24 characteristics, which constitute the norms and values of the organization in a general sense. As a first step, the individual is asked to select 10 of the characteristics that he or she considers to exist in the organization and, subsequently, 10 of the characteristics that should exist in the organization.
- RAP SESSION: This survey is created by the international corporation McDonald's to determine various factors that have shortcomings in their transnational companies. It has been used in multiple investigations developed in that corporation and validated internationally by experts. It consists, for the analysis, of 6 factors that influence the culture and the organizational climate, which are Work environment, motivations, work schedules, staff breaks, as well as management and communication. Each of these factors has a series of questions that help the Human Resources department determine which factors influence the improvement of the quality of life of its employees.
- Semi-structured Individual Interview: This technique allows us to penetrate into aspects of the subjects' lives, to explore the subjective representations of the

phenomenon under study, its impact on individual and collective behavior, as well as other issues of methodological interest for the moment of research where this instrument is applied. Individuals can express themselves freely on the proposed topic, establishing a frank and open atmosphere between interviewer and interviewee, which allows them to move from superficial responses to the exposure and experience of thoughts and feelings.

With the inputs collected in the diagnostic phase, the proposal for the awareness program was designed and implemented. This program encouraged critical reflection by the workers in relation to the various factors of the current organizational culture, the facilitation of new coping strategies to improve the quality of working life and the promotion of change and management of human potential through the socio-psychological factors diagnosed. To this end, a cognitive-experiential approach was used.

## RESULTS AND DISCUSSION

### Theoretical analysis around organizational culture

The concept of organizational culture has been approached for more than four decades, finding several authors that refer to constitutive aspects that reinforce the importance of this phenomenon for the study of labor organizations.

The one who coined the concept of organizational culture, with greater accuracy, was Schein (1988), when he referred to culture as a pattern of basic assumptions considered valid and taught to new members of the group as the right way to perceive, think and feel.

Some contemporary authors refer to culture as quality, clarity, concern for the employee, code of conduct and concern for the customer (Ibidunni & Mayowa, 2014), while others coin this construct from five very well-defined conceptualizations: culture as values, as stories, as structures, as a set of tools and as categories (Giorgi et al., 2015).

Research on culture has led to the identification of its approach from two major paradigms: the positivist and the constructivist. On the one hand, the organization is perceived as a possession relationship, that is, it has one or several cultures that must be taken into account in an organizational analysis. On the other hand, from the constructivist point of view, it is focused as a relationship of identification, that is, the organization is a cultural reality socio-cognitively constructed and, therefore, it will be adequately understood from the metaphor that conceives organizations as cultures (Reyes Hernández, 2018).

Culture is an expression of the organizational reality, from the perspective of the intersubjective construction of meanings by its members, which is an expression of the

norms, values, rituals, types of dialogues, learning; in short, an identity is thus constructed that is shared by the majority of the members.

The challenge is to connect this perspective of work with the promotion of a culture that brings together, integrates and enhances creativity through the genuine participation of subjects, an alternative that will be able to border the sensitivity of individuals and thus build a philosophy and practice of life that is consistent with individual interests and the fate of the organization (Reyes Hernández & Moros Fernández, 2019).

### **Communication and its influence on organizational culture**

Communicative processes always involve interrelations of people who share information with each other through the construction, emission and reception of messages. If we analyze the different functions it fulfills, we can better understand why it is considered a key value for change in the organizational culture:

- It sets and define goals
- It develops plans to achieve established goals
- It effectively organizes human and technical resources
- It selects, develops and evaluates employees in the organization
- It directs, guides and creates a climate that encourages the participation of its members
- Controls the performance of its members

Communication is the means by which organizational activity is unified, information is offered to employees about their culture and it enables the socialization of their values. It links members to achieve a common purpose through the exchange of information.

It can be analyzed as a phenomenon that points to different issues, depending on the conceptual lenses used to address it. Organizational communication must be conceptualized and analyzed according to the approach adopted, which can range from the most objectivist -such as the functionalist approach- to the most subjective, if one thinks of the critical approach (Deetz, 2001, taken from Wills, Cevallos, Sadi & Ancín, 2017).

The field of study of organizational communication in Ecuador is relatively young (Paladines Galarza et al., 2013) so it is necessary to continue promoting research that contributes to incorporating it as a key element for organizational development and team motivation within a strongly structured organizational culture.

It is for this reason that communication is a topic that is related to culture, since, through the dialogues and links that subjects establish, a worldview is structured that influences behavior, generating and transmitting not only information, but also values, emotions and feelings. Its proactive nature influences job satisfaction, productivity and, above all, commitment to the organization.

That is why it is of vital importance to approach it, not only as a vehicle for transmitting information, but also as a generator of an organizational reality that is shared among members and that reaches its expression through the culture.

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## Organizational leadership and culture

Today, the issue of leadership is becoming increasingly important due to the growing demands of the market and the environment in which companies are involved.

The contributions made by the pioneers of modern management thinking, Frederick Taylor and Henry Fayol, are still an obligatory reference; their main contribution was to demonstrate that Scientific Management is not a group of efficiency or incentive techniques, but a philosophy by virtue of which management recognizes that its objective is to scientifically seek the best working methods.

It is appropriate to summarize some elements that are considered important and which Scholtes (1999), one of the most faithful followers of Deming's theory, called "new leadership capabilities". For Scholtes, the effectiveness of leadership has to do, essentially, with:

1. The ability to think in terms of systems and know how to manage them
2. The ability to understand the variability of work in planning and problem solving
3. Understanding people and why they behave the way they do
4. Understand the interdependence and interaction between systems, variation, learning and human behavior Knowing how each of these aspects affects the others
5. Give vision, meaning, direction and guidance to the organization

Leadership, as a psychosocial phenomenon, is not built under precepts or standardized codes; it is solidified in each individual from his or her own aptitudes and learning. The leader does not exist per se, he develops these capacities and abilities as part of the interrelationship process that he establishes with the subjects, adapting himself to the needs and values and taking into consideration the relationships of respect, the empathy that is established among the employees.

According to Reyes (2004):

Leadership is a phenomenon of a subjective nature that has its expression in organizational behavior, based on a series of key indicators that favor or hinder its development. When we speak of employees' job satisfaction, of motivation with the work they do, of a sense of permanence and belonging to the center, of an organizational climate that facilitates continuous improvement processes, of successful performance, common values and shared beliefs, we must take the leader as the central link and, more specifically, his or her leadership skills, which make him or her capable of balancing and satisfying the interests of the workers and the goals of the organization.

## Work motivation

Work motivation for the employee in an organization is one of the fundamental factors in strengthening the organizational culture. When an employee feels satisfied with his

work, he increases his sense of permanence, establishes social relationships and shares his beliefs and values with his work environment.

An organization that integrates into its business strategy the possibility of promoting a much needed intangible such as work motivation, will allow its employees to raise their level of commitment and involvement, which will improve work performance, the development of creative and innovative thinking, an increase in business competitiveness, as well as the promotion of values that are very attractive to the company as a good employer.

According to Huilcapi Masacon, Castro López and Jácome Lara (2017): motivation is a basic element when managing companies, since it allows the development of positive attitudes, which benefits the work performance of employees and collaborators and, in addition, improves the quality of both personal and family life.

The organization and its managers should maintain a culture that encourages individuals and groups to give their best in order to meet organizational and personal goals. To this end, some motivational methods can be used, aimed at incentives, to give more participation to the employee in their functions, clearly specifying the objectives and results expected and recognition of all their achievements.

### **About teamwork and its importance for the organizational culture**

Organizations have had to evolve rapidly to keep up with the contemporary demands of business development. As a result, their work structures have had to adapt to more flexible organizational concepts and take, as the center of this evolution, a concept that puts teamwork as the core for the use and optimization of human potential and thus raise the levels of efficiency and profitability of enterprises.

Although it is true that having highly competitive work groups is vital to deploy the business machinery, a team concept, as a working premise, ensures that this gear can flow with more quality.

According to Pelayo and Rodríguez (2015): Teamwork is generated when a culture of collaboration with everyone is born, which is why, in organizations where order and command reign, teamwork does not work. It is necessary to be clear that everyone should work with much more pleasure.

The bibliography consulted delves into key dimensions that should be encouraged in order to conceive organizational processes from the promotion of a culture of teamwork.

In the first place, collaboration and cooperation stand out as key premises for an adequate teamwork. The root of these dimensions can be found in communication and leadership as strategic factors. Breaking with the inertia of a fragmented work, in which each one is responsible for a task and as such must execute it, must be the first step to build from consensus, dialogue, collective construction and team management from a participatory and horizontal leadership.

Rewarding collective efforts encourages the development of a commitment and a sense of belonging among workers. In this direction, efforts are redoubled to meet the objectives and goals of the team, ensuring a clear contribution from its members in line with the purpose that unites them.

Participation in the decision-making process is a vital factor so that workers feel that they are heard, that their criteria are taken into account and that they feel that group efforts transcend individual contributions.

Finally, clear and effective communication, where information is assimilated by all in the same direction, will ensure that the team functions under well-defined premises and the results are more favorable to organizational success.

### **Awareness programs**

The accelerated changes that are being experienced in labor organizations today mean that there must be an awareness of the importance of the management of human potential, its skills and attitudes as the fundamental basis of its success or failure.

Organizations must provide learning spaces through educational processes that stimulate creativity, motivate personal growth and facilitate the development of the required competencies. This allows not only the training and satisfaction of workers, but also improves business efficiency and individual and group performance.

One of the most widely used resources for these purposes is awareness programs, which focus on the feelings, emotions, behaviors and interactions that individuals experience as a group in the here and now.

Basically, the subject of change is the person. The participant faces himself, confronts himself with his own image and with the perception that the other members of the group have of him, propitiating a transformation in his own and the group's behavior. For this, it is necessary for the facilitator to develop a social-emotional environment of trust, in which participants can experience new behaviors and rehearse responses to new situations through games and group dynamics.

To awareness the members of the organization allows them to have a perception stimulus that better understands their own behavior and that of the rest of the subjects; in this way, the human capital that the organization has can be strengthened through the development of knowledge, skills and attitudes.

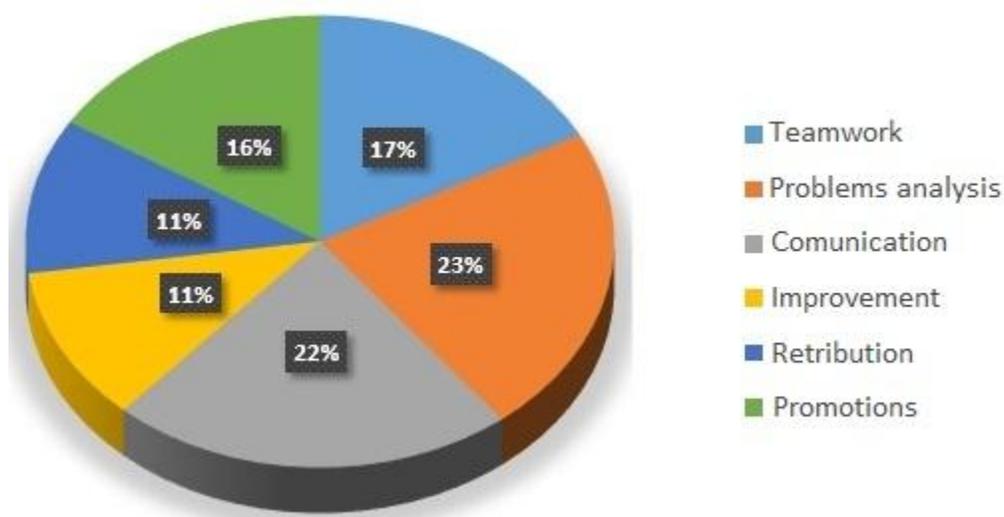
The trainer must have an adequate level of preparation, clearly define his or her objectives and provide for the analysis and evaluation of the results with respect to those objectives. In addition, he or she must be attentive to the effects obtained in order to improve or validate the methodology if necessary.

The success of the awareness program contributes to the modeling of the participants' behavior through their conduct, authenticity and focus of the contents as well as the theoretical and conceptual contribution it can provide so that the subjects internalize and adequately apply the knowledge acquired, organize the process, encourage

participation, exchange experiences and channel the activity towards the analysis of the solutions to which the participants should arrive.

On the other hand, according to the results of the diagnosis, this company maintains a weak-functional culture, determined by the traditional culture according to its artifacts, beliefs and values that the corporation has worldwide. This frames the production processes that have to be effectively fulfilled, identified by the division, supervision, control and ritualism in its system of executing work.

Below is a graph that illustrates the main values that promote the organization and the scores obtained by the subjects.



**Graph 1** - Main values promoted by the company under study  
Source: Own preparation

As can be seen in graph 1, these values are scored very low, which speaks in favor of the lack of recognition by the subjects and their reduced expression in the organization. These are a constitutive part of their culture, hence the importance of exploring them in greater depth and incorporating them as elements of analysis in the awareness program.

According to the diagnosis and based on the triangulation of instruments, 63.3% of the sample considers that there is great disorientation and resistance to change, which causes stagnation and decadence in the organization, manifesting phenomena such as: inadequate communication, work dissatisfaction, staff fluctuation, poor collaboration and team integrity, etc. It has guidelines, such as: its objectives, its policy, its structure, its managers, its lines of authority and dependence.

Based on a rational division of labor, everything must be approved by management and communicated to everyone through organizational manuals, job descriptions, organizational charts, rules and procedures since the organization follows McDonald's Corporation guidelines, according to 55.2% criteria.

Regarding the delegation of authority, 86.5% warned that it has its departmentalization by functions, which are directed by each area manager, but is not fulfilled because the decision making in the company, both in the operational and administrative area, the authority is held by the manager and, sometimes, this hinders the functions of the departments, which delays their work.

The leadership style is autocratic. According to 79.8%, everything that happens in the company is controlled with rigidity, it handles a closed and rigid system, interfering in the decision-making process, which overloads the task of deciding and, meanwhile, the lower levels are completely unaware of the decisions made.

Communication is always vertical; the employees are not asked for information or suggestions when faced with a problem; the participation of the employees in this process is null, which generates a high level of demotivation since, many times in the decisions taken by the company, they are not reflected. These are statements supported by 86.5% of the sample.

As for teamwork, most of the subjects in the sample (92.1%) refer to the fact that there is no culture that encourages it, that integrates individual interests with organizational objectives. The collaborators must obey, without question, the procedures to execute the tasks in accordance with the manuals in force and comply with everything established by the manager.

As for the motivation and the system of rewards, in most cases they are inequitable, they are not established with the established periodicity and they only concentrate on material supports, an issue that is referred to by 68.2% of the sample.

From this analysis, it can be determined that leadership, communication, work motivation and teamwork are variables of the organizational culture that have a dysfunctional level of expression in the organization, which influences the high rate of personnel turnover, this being one of the companies with the highest turnover rate in the entire company.

Based on these results, an awareness program is designed and implemented to help generate positive changes in the company, facilitate the integration of its members and develop skills in managers and collaborators, reducing favoritism, inadequate labor relations and the communications system.

The program was made up of five sessions, with a duration of two hours each, using experiential techniques, animation, analysis, discussion, evaluation and closing.

Below is an illustrative table reflecting the themes, objectives and moments of the awareness program for strengthening the organizational culture.

**Table 1** - Sessions of the awareness program for the strengthening of the organizational culture

Session	Topic	Objectives	Moments
<b>Session 1</b>	Interpersonal communication	-To reflect on the importance of communication in organizations. -Provide the partner with strategies for effective communication	-Initiation: Animation technique <i>Introduce your partner.</i> -Interaction: Communication technique <i>Verbal and non-verbal language.</i> -Information: Analysis technique <i>Miniconference.</i> -Closing: Closing technique <i>The double wheel</i>
<b>Session 2</b>	Organizational leadership	-Recognize the main skills and capabilities of a leader. -Propose conflict resolution alternatives as part of leadership strategies.	-Initiation: Animation technique <i>The boat.</i> -Interaction: Communication technique <i>Captain commands...</i> -Information: Analysis technique <i>The analytical domino.</i> -Closing: Closing technique <i>The target.</i>
<b>Session 3</b>	Teamwork	-Emphasize the importance of teamwork in accomplishing the task. -Facilitate the development of skills that encourage teamwork	- Initiation: Integration technique <i>Spiritual gift.</i> -Interaction: Communication technique <i>Complete the sentence.</i> -Informative: Analysis technique <i>Sociodrama and Dream of the group.</i> -Closing: Closing technique <i>The group temperature.</i>
<b>Session 4</b>	Motivation	-To reflect on motivation and its impact on organizational behavior -To incorporate resources and skills to raise workers' motivation	-Initiation: Animation technique <i>Short telegram</i> -Interaction: Communication technique <i>Verbal and non-verbal language</i> -Information: Analysis technique <i>The six hats of thinking</i> -Closing: Closing technique <i>The expressions.</i>
<b>Session 5</b>	Evaluation and closure	-Integrate the contents of the previous sessions. -Assess the effects of the awareness program.	-Initiation: Animation technique <i>Last thought.</i> -Interaction: Communication technique <i>Verbal and non-</i>

			<i>verbal language.</i> - Evaluation: Evaluation technique <i>Analytical curve.</i> - Closing: Closing technique <i>Re-test of the Norms and Values Questionnaire</i>
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Source: Own elaboration

The implementation of the program constituted a space of learning and development where the subjects had a leading role in the process. Based on the different dynamics and pedagogical resources used, an integration of all participants was achieved, power was horizontalized, and people felt that they could express their criteria and opinions in relation to the issues addressed, which was the starting point for achieving the desired change.

During all the sessions, the workers had the opportunity to develop their critical capacity in relation to the cultural patterns studied, issues of common interest were discussed in relation to these, strategies, work perspectives, future projections were analyzed, agreements were reached and an action plan was drawn up for their fulfilment.

In relation to interpersonal communication, people moved from inhibiting patterns of action to more open and spontaneous ones, where it was recognized that dialogue and participation in the management of the company (from the roles assumed by each person) contribute to the development of a highly favorable climate and increase the sense of belonging and work motivation.

This was closely connected with the rest of the variables worked on. In the discussion sessions of the training program, the subjects of the sample place these categories in an integrated way. Motivation cannot exist if there is not adequate communication, a more horizontal leadership that encourages teamwork.

From this perspective, they put forward proposals that moved away from certain entrenched manifestations of individualism and aimed at strengthening cooperation structures. The establishment of synergies between the different areas led to greater collaboration and the results translated into increased motivation and greater efficiency and performance for the company.

On the other hand, the possibility of modifying certain more autocratic leadership patterns for others that stimulate participation, creativity and innovation was debated.

The final evaluation of the program was an evaluation of the process, where the subjects recognized the contribution to the organization and the relevance of encouraging the criticality of certain socio-psychological phenomena that, until now, went unnoticed. It contributed to generate an atmosphere of comradeship and to recognize themselves more as people than from their role. All these aspects are the starting point for a much more profound and sustainable change at the organizational level. With these results, the possibility of making an impact evaluation remains open, after a considerable period

of time, in which the possible transformations that have occurred in the company as a result of the training can be assessed.

In a general sense, a great positive energy and a strong emotional charge circulated throughout this process, which constituted the bridge for the achievement of superior goals in pursuit of the fulfillment of organizational objectives, as well as individual interests.

Based on the bibliographic review carried out for this research, together with the results obtained, organizational culture can be considered a phenomenon of vital strategic importance for building more participatory processes and for generating commitment and a sense of belonging among the subjects.

Achieving the alignment of culture with the strategic objectives of the organization will become a competitive advantage and a strategic asset to sustain success.

It is not possible to promote shared values and beliefs that contribute to the success of the task, if we do not work from more democratic leadership styles, encourage teamwork, communication that reaches all levels, motivational patterns, which are not only extrinsic, but contribute to raising self-esteem of workers, as well as an organizational climate, facilitator of continuous improvement processes.

This research constitutes a step forward to create, in a context so globalized and mercantilist, more humanizing organizations, which generate vitality and where people can discover a space of self-realization that pays tribute, not only to their personal welfare, but to the fulfillment of the objectives and organizational goals.

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**Conflict of interest:**

Authors declare not to have any conflict of interest.

**Authors' contribution:**

The authors have participated in the writing of the paper and the analysis of the documents.



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