

Development of the Organizational Culture Action Plan of an Ips

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ABSTRACT: One of the aspects that has marked the competitiveness of institutions is the development of a strong organizational culture that is reflected in all the actions and processes it provides to its stakeholders. Its good practices are seen in the achievement of long-term and short-term goals, which is why in this paper it was taken as a general objective to develop an action plan that allows the implementation of improvement strategies, based on the need for the organizational culture of an IPS against cancer. It was necessary to do a mixed method research. The population consisted of 56 employees and a sample of 50 people, which was achieved through the manual of Implementation Standard Model of Internal Control for Colombian State MECI, second version (2008). The research started with an analysis based on the DOFA and, from these they were created some strategies FO, DO, FA and DA aimed for the company to impact positively the services it provides for people, after this, it was created an action plan that has objectives, activities, resources, responsible parties' recognition, and a suitable timeframe to implement them, lastly, it was generated its validity. Once the results were obtained a discussion was held on the importance of the identity in the organization and how it helps to a correct functioning to create a strong culture, focused on the mission and vision. In conclusion and based on the research results it can be argued that the entity achieves an acceptable qualification which allows to work on a continuous improvement.

KEY WORD: Organizational environment, organizational culture, DOFA, IPS against cancer, Verter Matrix

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I. Introduction

Currently, it is considered necessary to implement innovative business strategies to enhance and strengthen the administrative and operational efficacy of the oncology IPS, it is required to update and deepen organizational values and principles to provide an excellent service and guidance for its services; it is known that this entity seeks to align these values with its working strategies because not all the workers are clear about what has to be done and how. In the research done by [1] it was found that the cultural dynamics within an organization can have a meaningful impact on the employees' performance, their level of commitment to the company and their job satisfaction, therefore, it plays a crucial role in how employees perceive and adapt to change. By promoting beliefs, values and policies that foster learning, the transition to new practices is facilitated, which at the same time helps to generate value. Thus, it is fundamental that the organizational culture is set to promote both individual workers contributions and their overall success. Now, for [2] stress is a complex phenomenon linked to diverse factors. Although it cannot be attributed to specific working situations only, the working environment is crucial when studying psychosocial stress and its impact on health. This phenomenon can manifest in any work setting and affect any employee, regardless of the company's size, its working sector, or the type of their contract. On its side, [3] argued that the negative perception of working culture in the institutions can also be attributed to the set of values, traditions and codes that define an organization and guide it in its operations. Additionally, lack of teamwork, adverse interpersonal relationships, and high staff turnover altogether contribute to inefficacy and reduced productivity.

The organizational environment and culture are complementary. Both should be planned according to a strategy and the well-being of the institution's members, which is why it is important to measure organizational culture and environment, to communicate and clarify roles and hierarchy. This means that the entity currently faces risks such as: internal communication problems between areas, risks related to participation and change management, demands for responsibilities associated with each position. From what was said, it is necessary to develop an action plan that allows for the implementation of strategies in teamwork and leadership to positively impact the work culture of the oncology (IPS). Its benefits are focused on the ability of its staff to create its own

identity for the company (IPS), which will enable employees and managers to align all areas towards a common goal, under a clear scenario of identity and corporate image improvement, in the long term, its positioning as an employer.

From an integrative perspective, it will increase employees' productivity, as working in a comfortable environment will allow fully concentrate on their tasks. The oncology IPS aims to shape its identity as an institution and transmit this to its employees, so that both new hires and trusted employees clearly understand the vision it wants to promote and work towards it. From the authors' perspective, this is advantageous, because it presents a challenge to apply acquired knowledge and contribute to the "integration, productivity, and achieving good results"; given that the IPS is an institution with a crucial service to society as it assists hundreds of people with medical treatments and is exposed to a wide range of patient sensitivities. From a technical point of view, this degree project will permit to know the different theories involved in applying a concept, capable of revealing the organizational culture, to develop an action plan to strengthen the administrative structure and its DNA, driven by the thinking and action habits of employees who need an adaptation process to achieve the ideal personality for the institution.

II. Methodology

Research Objectives: With the previous context it is presented as a general objective to develop an action plan that allows implementing strategies for oncology IPS practices improvement, as what the organization needs is to understand and integrate different stages and important considerations, such as: analyzing the current corporate identity, setting clear objectives, involving leaders and employees, developing change strategies, ensuring effective communication, and conducting measurement and follow-up based on the results found to establish a culture of continuous learning and adaptation.

Research Methodology and Data Analysis: In the research methodology book by the authors [4] mixed methods research is based on concepts regardless of the supporting paradigm or the chosen method. These concepts represent the first step towards understanding the objective reality (in the case of quantitative approaches), subjective reality (in qualitative approaches), or intersubjective reality (in mixed approaches) that is intended to be investigated. The stages where quantitative and qualitative methods are typically integrated are principally: problem formulation, research structuring, sample selection, data collection and analysis, and/or interpretation procedures. The research involves a population of 60 workers from the oncology (IPS). Sample: 50 workers from the oncology IPS.

Sample: The selection was deliberate and conducted following the guidelines of the Manual for the Implementation of the Standard Model of Internal Control for the Colombian State MECI, second version (2008). According to this document, for a workforce of 251 to 380 employees, a sample of 50 employees is required. Therefore, this number of workers was chosen from the oncology site, all with over one year of seniority, and they were distributed equally among full-time staff, administrative staff, secretaries, and general services staff.

Instrument: Data collection from the sample under study will take place using the Organizational Culture Test Likert Model. In the table 1 is provided the technical sheet of the instrument.

Table 1. Technical sheet

TECHNICAL SHEET SURVEY	
Done by:	Andrés Torres, Lina Fontecha
Universe:	50
Data collection:	Likert scale questionnaire. It evaluates 8 key aspects of organizational culture: working conditions, attitude of top management, relationship with the boss, working relations, psychological satisfaction, human resources management, communication, and company perception.
Sampling type:	Simple random
Date:	August 3 2023

An instrument was used to evaluate organizational culture, using a questionnaire adapted from Rensis Likert's theory, which consists of 8 organizational scales:

- Working conditions
- Attitude of top management
- Relationship with the boss
- Working relations
- Psychological satisfaction
- Human resources management
- Communication
- Company perception

Reliability and Validity: The survey was reviewed and validated by two experts to ensure it met the objective outlined in the diagnosis. It took place virtually and anonymously. Below are the characteristics of the process conducted:

Reliability: refers to the consistency of test results when administered repeatedly to the same person, ensuring that the results are coherent and stable.

Validity: relates to the accuracy of the instrument to measure the variable intended to be evaluated. This attribute is broken down into three dimensions:

Tacit: refers to the inclusion of all necessary elements in the instrument to adequately measure the variables

Based on judgement: involves comparing the results of the instrument with an external criterion that evaluates the same variable

Based on application: involves empirical sustenance of the variable of interest, showing its relationship with the underlying theory and demonstrating that the measured concepts are aligned with the theory

Instrument Structure: The maximum achievable score is 80 points, either positive or negative, obtained by summing the items from each of the eight scales that make up the instrument.

Method: Data was collected through a digital survey, with a member of the research team available to resolve any doubt about the instrument, once informed consent was obtained. After each survey was completed, the responses were stored to ensure participant anonymity. Then, the results were tabulated, cleaned, and analyzed using an automated and pre-configured Excel application for statistical interpretation.

Theoretical Framework

In this section is provided a context about the theories used for this project development.

Organizational Culture: article [5] conceptualizes organizational culture as the concept that provides a context for the members of a company, establishing guidelines on how they should behave within it. Generally, this culture is so tangible that it can be observed how people's behavior changes as soon as they cross the organization's threshold.

Article [6] understands organizational culture as a comprehensive concept encompassing all practices, values, assumptions, customs, and habits of an organization. This includes its philosophy, working environment, shared meanings, languages, rituals, codes and regulations, expressions, beliefs and ways of thinking, producing or doing, as well as acting or behaving. It also covers how information and symbolic content are generated, how people are integrated or associated, and the forms of perception and feelings that arise within the company, involving the various audiences that interact with it.

According to [7], the IPS under study has a culture of positive results. Its main goal is to improve productivity and effectiveness by assigning priorities to employees based on their skills and capabilities, training and providing them with the necessary tools to meet the organization's demands. It promotes innovation in products and services to meet user needs, continuously evaluating the market to remain competitive with other organizations. On this matter, it requires employees to develop result-oriented skills.

Currently, various companies continue to foster this organizational culture, allowing them to achieve better results by perceiving that responsibility is centralized in top management and that they have a certain level of control over the institution's performance. The conclusion reached by Torres and colleagues, is that organizational culture plays a crucial role in companies by facilitating the adaptation and integration of staff. Additionally, it promotes the perception among employees that the company is a conducive environment for their integral development and where their work is recognized and rewarded, its solid promotion generates an optimal work culture that benefits all team members [8].

Finally, the factors that affect the organizational culture are:

Organizational Components:

- The business environment of the organization, its values and characteristics [9].
- The organization's surroundings [10].
- Environmental factors: such as technical parameters, ecological regulations, needed for performing its functions [11].
- Physical factors: for example, the zone where the company operates, accessibility to it, standard of living and quality of the environment. [12].
- Idiosyncrasy: The purposes and values that define a company's procedures also are part of its identity. The social habits of the environment strengthen the organization's culture [13].
- Groups and leaders: they are which control the organization environment, thus, they also influence the organizational culture. It is significant to point out that excessive legislation suffocating the company makes it difficult its growth and normal development, which affects its culture [14].
- External processes such as globalized economy, green culture, standardization, digital commerce, among others, can have effects on organizational culture [15].

III. RESULTS

3.1. Organizational culture diagnosis of the oncology IPS

The oncology IPS is a non-profit, privately-owned organization with national coverage. It was founded on October 23, 1960, with the aim of promoting education, prevention, and early detection of cancer, counting with the active participation of volunteers. Throughout its 60 years of existence, its goal has been to be closer to the community and provide support in the fight against this disease.

Table 2 shows the EFE matrix, which worked on the opportunities and dangers that the organization has, each of these factors was assigned a rating and importance according to the weighting, now the value is the result of multiplying the previously mentioned aspects, the total is the sum of the opportunities and dangers, resulting in a total of 3,12 which is a positive value on a scale, where the minimum possible result is 1 and the maximum is 4. The average is 2,5.

Table 2. EFE Matrix

Key external factors		Importance Weight	Rating Evaluation	Value
Opportunities				
1	Promote sensibilization	7%	4	0,28
2	Encourage interdisciplinary collaboration	5%	2	0,1
3	Promote innovation	5%	3	0,15
4	Focus on quality of attention	4%	3	0,12
5	Develop leadership in research	5%	2	0,1
6	Support for employees	6%	4	0,24
7	Culture of social responsibility	5%	4	0,2
8	Continuous education	6%	3	0,18
9	Diversity and inclusion	4%	3	0,12
10	Transparency and ethics	3%	3	0,09
Dangers				
1	Lack of commitment	5%	4	0,2
2	Employee turnover	5%	2	0,1
3	Resistance to change	4%	4	0,16
4	Lack of diversity and inclusion	7%	3	0,21
5	Lack of internal communication	6%	3	0,18
6	Unresolved internal conflicts	6%	3	0,18
7	Lack of resources	5%	2	0,1
8	Changes in strategic direction	4%	3	0,12
9	Lack of coherent leadership	5%	4	0,2
10	Negative external influence	3%	3	0,09
Total		100%		3,12

Table 3 shows the EFI Matrix, in this table ten factors were identified for both strengths and weaknesses, just like in the EFE Matrix, each factor was assigned a weighting importance and an evaluation rating, the value is the result of the aforementioned data, the total of this matrix was 3.03, indicating a positive balance.

Table 3. EFI Matrix

Key external factors		Importance Weight	Rating Evaluation	Value
Strengths				
1	Commitment to the mission	6%	4	0,24
2	Teamwork	6%	4	0,24
3	Passion for service	5%	4	0,2
4	Innovation	5%	4	0,2
5	Diversity and inclusion	7%	4	0,28
6	Commitment to education	7%	4	0,28
7	Ethics and transparency	7%	4	0,28
8	Professional development	4%	4	0,16
9	Strategic alliances	5%	4	0,2
10	Adaptability	5%	4	0,2
Weaknesses				
1	Resistance to change	7%	2	0,14
2	Lack of internal communication	5%	2	0,1
3	Lack of exemplary leadership	4%	2	0,08
4	Excessively hierarchical work culture	3%	1	0,03
5	Lack of professional development	4%	2	0,08
6	Lack of recognition and rewards	3%	2	0,06
7	Lack of diversity and inclusion	5%	1	0,05
8	Lack of transparency	5%	2	0,1

9	Lack of work – life balance	4%	2	0,08
10	Lack of clear organizational values	3%	1	0,03
	Total	100%		3,03

Based on the information collected in the EFE and EFI matrices figure 1 was created to determine the positioning of the bubble, in this case it is located in the grow and build quadrant, indicating that the organization should consider the strategies created to impact its services to be provided, consequently, specific goals should be formulated for each strategy for the short, medium, and long term along with objectives to allow measurement and control following. By implementing the strategies identified in the DOFA, the organization can experience a sustainable growth by strengthening its commitment to the community, improving the quality of its services, developing its staff and promoting an ethical and transparent environment. Furthermore, adaptability and capacity to answer to changing needs will help the organization remain relevant in a constantly evolving world.

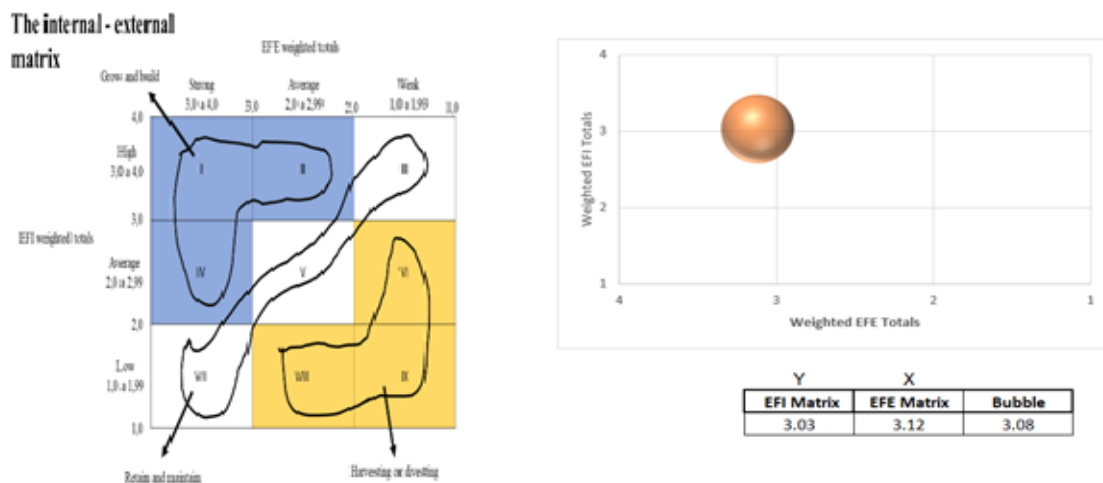


Figure 1. Internal – external Matrix

Steps to create the Vester matrix:

Problem definition: It was identified and defined clearly the problema faced by the group. The more specific and clear the problem is, the better the matrix will function.

Identification of factors: relevant factors associated with the problem were enumerated. These factors are range from resources and people to external variables affecting the situation.

Factor weighting: weights were assigned to each factor in terms of its relative importance for the problem. This is done to reflect the relative contribution of each factor to the situation

Matrix creation: it was created a table or matrix where factors are enumerated in rows and columns. The intersections between rows and columns are filled with numbers that represent the interaction or relation between the factors.

Matrix analysis: the matrix was evaluated to identify patterns, relations and key areas of focus. This helps to better understand the dynamics of the problema and take informed decisions.

Strategy Development: based on the matrix analysis, strategies were developed to address the problem. These strategies should leverage the relationships and insights identified in the matrix.

Implementation and Review: once a strategy is chosen, it is implemented and monitored. The Vester matrix may be reviewed and adjusted as needed as more data is obtained or changes occur in the situation.

Figures 2 and 3 show the Vester matrix where only two out of the eight identified variables are in active, which does not generate a significant problem for the organization as it can control them, however, the remaining (six variables) are in the critical quadrant, indicating a high level of impact and a high probability of occurrence, this makes them significant risks that require immediate attention from the oncology IPS.

Code	Variable	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	INFLUENCE
P1	Lack of organizational cohesion	0	1	3	3	3	1	2	3						16
P2	Poor communication	2	0	2	1	2	1	3	2						13
P3	Resistance to change	2	2	0	3	2	1	2	3						15
P4	Lack of employee commitment	2	0	1	0	3	1	2	3						12
P5	Disconnection from the organization's mission	3	3	0	1	0	1	3	2						13
P6	Lack of diversity and inclusion	0	1	1	1	3	0	2	2						10
P7	Low moral and job satisfaction	2	0	1	2	1	2	0	3						11
P8	Inefficiency and lack of productivity	3	1	0	3	1	3	2	0						13

Figure 2. Vester Matrix

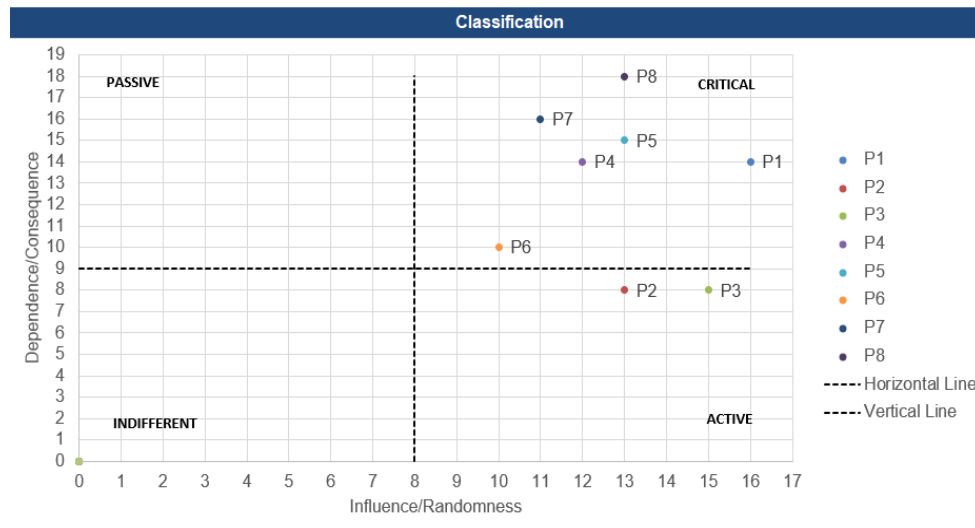


Figure 3. Internal – external matrix

Considering the diagnosis, strategies were created from the cross referencing of factors that make up the DOFA matrix. The strategies mentioned in table 4 highlight the importance of aligning the organization's fundamental values with its objectives to achieve a significant impact on society and the environment. Promoting sensibilization and social responsibility, for example, is based on a commitment to the mission and ethics to promote a culture of corporate social responsibility. This not only raises awareness of relevant issues but also strengthens the organization's reputation and connection with the community. Interdisciplinary collaboration and innovation, on the other hand, leverage the passion for service and innovation to foster multidisciplinary teams and innovative programs, thereby promoting creative and effective solutions to problems.

The quality of care emphasizes the importance of leading in clinical research and continuously improving service standards, reflecting a commitment to excellence and ethics. Supporting employees and ongoing education, on the other hand, is based on professional development through training and development programs, which not only benefits individuals but also strengthens the organizational structure as a whole. The strategy of diversity, inclusion and ethical transparency is based on the premise that an inclusive culture promoted by ethics and transparency is not only morally right, but also strategically beneficial, as it promotes innovation and creativity. Finally, adaptability and social responsibility are combined to enable the organization to respond agilely to the changing needs of society, reflecting its commitment to the community and its ability to evolve to address emerging challenges. Now, strategies are presented below.

Table 4. Strategies FO

Promotion of Awareness and Social Responsibility: using the commitment to the mission (F1) and ethics and transparency (F7) to promote awareness (O1) and a culture of social responsibility (O7). This could include awareness campaigns and corporate social responsibility programs [16].
Interdisciplinary Collaboration and Innovation: leverage passion for service (F3) and innovation (F4) to encourage interdisciplinary collaboration (O2) and promote innovation (O3). This could involve creating multidisciplinary teams and implementing innovation programs [17].

Quality of care and Leadership in Research: develop leadership in research (O5) by leveraging the focus on quality of care (O4) and ethics and transparency (F7). This could involve investing in clinical research and continuously improving care standards [18].
Employee Support and Ongoing Education: utilize employee support (O6) and ongoing education (O8) along with the commitment to education (F6) to strengthen the professional development (F8) of employees [19].
Diversity, Inclusion and Ethical Transparency: strengthen diversity and inclusion (F5) by promoting ethics and transparency (O10). This could include implementing inclusive policies and transparently communication of the organization's actions [20].
Adaptability and Social Responsibility: leverage adaptability (F10) to capitalize on the opportunity for social responsibility (O7). This could involve the organization's quick adaptation to the changing needs of the community and society [21].

The DO strategies presented in Table 5 were created with a comprehensive approach to address various organizational weaknesses. For example, by promoting awareness and overcoming resistance to change, a solid base is established for the effective implementation of new practices and processes. Training and internal communication are key tools in this approach, as they educate employees on the importance of change and how it can benefit both the organization and themselves. On the other hand, interdisciplinary collaboration fosters synergy between departments, which can lead to more innovative and effective solutions. Besides, promoting innovation provides employees with opportunities to develop new skills and gain experience in innovatives projects, which at the same time works on the lack of professional development.

The focus on quality of care as a DO strategy not only improves the patient experience, but also addresses exemplary leadership by setting standards centered on service quality and training leaders to be role models to follow in this area. Besides, by recognizing and rewarding employees for their contributions to research and innovation, a more motivating and rewarding working environment is fostered. Supporting employees in balancing their work and personal lives also addresses an important weakness related to the human being. Finally, promoting a culture of social responsibility not only tackles the lack of diversity and inclusion but also strengthens the organization's image and reputation. Continuous education and the promotion of transparency and ethics are essential for building trust and clarity within the organization.

Table 5. DO strategies

Promoting awareness and overcoming resistance to change: use opportunities for awareness (O1) to address resistance to change (D1). For example, it could be implemented training programs and internal communication to educate employees about the importance of change and how it can benefit both the organization and themselves [22].
Encouraging interdisciplinary collaboration to overcome internal communication issues: use the opportunity to promote interdisciplinary collaboration (O2) to address the lack of internal communication (D2). Foster interdisciplinary teams that work together on projects and promote communication between departments [23].
Promoting innovation to counteract the lack of professional development: leverage the opportunity to promote innovation (O3) to address the lack of professional development (D5). Establishes innovation programs that allow employees to learn new skills and gain experience through innovative projects [24].
Focusing on quality of care to address the lack of exemplary leadership: utilize the opportunity to focus on quality of care (O4) to tackle the lack of exemplary leadership (D3). Establishes leadership standards centered around quality of customer or patient service, and trains leaders to be role models in this aspect [25].
Developing leadership in research to overcome the lack of recognition and rewards: use the opportunity to develop leadership in research (O5) to address the lack of recognition and rewards (D6). Recognize and reward employees who make significant contributions to research and innovation within the organization [26].
Supporting employees to address the lack of work and personal life balance: leverage the opportunity of helping employees O6) to address the lack of work- personal life balance (D9). Implement flexible work policies and wellness programs that help employees balance their work and personal responsibilities [27].
Social responsibility culture to counteract the lack of diversity and inclusion: use the opportunity to promote a culture of social responsibility (O7) to address the lack of diversity and inclusion (D7). Demonstrates the organization's commitment to diversity and inclusion through concrete actions and corporate social responsibility programs [28].
Continuous education to overcome the lack of transparency: use the opportunity of continuous education (O8) to address the lack of transparency (D8). Provide training and resources that promote transparency in communication and organizational processes [29].

Diversity and inclusion to address the lack of diversity and inclusion: this strategy is more direct, as it leverages the opportunity for diversity and inclusion (O9) to tackle the weakness of lack of diversity and inclusion (D7) [30].
Transparency and ethics to address the lack of clear organizational values: utilize the opportunity for transparency and ethics (O10) to tackle the weakness of unclear organizational values (D10). Clearly communicate the organization's ethical values and ensure they are respected and promoted at all levels of the company [31].

The FA strategies are shown in Table 6, talking about its interpretation, authors say that creating an environment that constantly reinforces the importance of the organizational mission inspires employees to feel part of something greater than themselves, thereby increasing their commitment and sense of belonging. Now, as a second important aspect, improving collaboration and communication between teams not only facilitates more effectively conflicts resolution but also fosters an environment of trust and mutual support, contributing to better organizational performance. Seeking creative ways to maximize resources not only drives operational efficiency but also stimulates creative thinking and problem-solving, which can lead to significant advancements within the organization.

Fostering an inclusive culture that values and celebrates diversity not only improves the working environment and employee moral but also stimulates innovation and creativity by integrating diverse perspectives and experiences. That is why maintaining high ethical standards and communicating transparently helps counteract negative external influences and build trust both internally and externally. Collaboration with other organizations or strategic partners not only facilitates the exchange of resources, but also of knowledge and experiences, which can lead to more innovative and efficient solutions. Providing growth and development opportunities not only motivates employees to stay with the organization but also prepares future leaders, ensuring long-term continuity and success. Cultivating an organizational culture that adapts easily to change and remains flexible in its strategic approach allows the entity to stay agile and respond effectively to market demands and emerging tendencies.

Table 6. FA strategies

Utilize the commitment to the mission (F1) to counteract the lack of commitment (A1): foster an environment that consistently reinforces the importance of the organization's mission to motivate employees and increase their commitment [32].
Promote teamwork (F2) to address unresolved internal conflicts (A6): strengthen collaboration and communication among teams to resolve conflicts more effectively [33].
Promote innovation (F4) to address the lack of resources (A7): Seek creative ways to do more with fewer resources and improve operational efficiency.
Leverage diversity and inclusion (F5) to address the lack of diversity and inclusion (A4): promote an inclusive culture that values and celebrates diversity to address concerns about this aspect.
Use ethics and transparency (F7) to address negative external influences (A10): uphold high ethical standards and communicate transparently to counteract any negative external influences.
Develop strategic alliances (F9) to address the lack of resources (A7): collaborate with other organizations or strategic partners to share resources and solve common problems.
Foster professional development (F8) to counteract employee turnover (A2) and lack of consistent leadership (A9): provide growth and development opportunities to retain talent and strengthen internal leadership [34].
Adaptability (F10) to address changes in strategic direction (A8): cultivate an organizational culture that easily adapts to changes and remains flexible in its strategic approach [35].
Promote a passion for service (F3) to address the lack of internal communication (A5): foster a customer service culture within the organization that promotes effective communication and collaboration.
Commitment with the education (F6) to address resistance to change (A3): provide training and development opportunities that help employees to adapt and embrace changes within the organization.

The DA strategies outlined in Table 7 enhance the organization as they are built on proposals to address specific challenges through concrete actions. For instance, while working on the lack of commitment, implementing more effective communication channels, and fostering an open communication culture can strengthen the connection between the organization and its employees, ensuring that they are informed and aligned with the organization's goals and values. In that order, to counteract lack of coherent leadership, it is crucial to provide leadership training and development so that leaders are effective and consistent in their roles, contributing to a more solid and coherent direction within the company. Additionally, promoting diversity and inclusion

through specific policies and practices can create a more equitable and welcoming working environment. These measures not only improve the workplace but also strengthen the company's image and reputation within the community and among its employees. In summary, each proposed strategy aims to improve specific aspects of the organization, fostering a more harmonious, coherent, and committed working environment, which can ultimately lead to greater success and business growth.

Table 7. DA strategies

Improve Internal Communication (D2) to Address Lack of Commitment (A1), implement more effective communication channels to keep employees informed and committed [36]. Foster a culture of open and transparent communication to address the lack of commitment [37].
Develop Exemplary Leadership (D3) to Address Lack of Coherent Leadership (A9), provide leadership training and development to ensure that leaders are consistent and effective in their roles.
Foster Diversity and Inclusion (D7) to Address Lack of Diversity and Inclusion (A4), implement policies and practices that promote diversity within the company and create an inclusive environment.
Promote Conflict Resolution (D6) to Address Unresolved Internal Conflicts (A6), establish an efficient conflict resolution process and foster a harmonious working environment.
Establish Clear Organizational Values (D10) to Address Changes in Strategic Direction (A8), define solid organizational values that provide a stable base during strategic changes.
Promote Professional Development (D5) to Combat Employee Turnover (A2), offer training and development opportunities to retain employees and reduce turnover.
Promote Work – Personal Life Balance (D9) to Address Lack of Balance (A10), implement policies that support work – personal life balance to enhance employee satisfaction.
Enhance Transparency (D8) to Address Negative External Influences (A10), to be transparent when taking decisions and operations to minimize the impact of negative external influences [38].
Reduce Hierarchy (D4) to Address Resistance to Change (A3), review the organizational structure to make it less hierarchical and more agile, which could reduce resistance to change [39].
Implement Recognition and Rewards (D6) to Address Lack of Resources (A7), recognize and reward exceptional employee performance, even when resources are limited [40].

To analyze and understand this topic, it was used an evaluation that includes a numerical classification along with a corresponding qualitative evaluation, base don the approach used by the ONCOLOGY IPS in its study on organizational cultue, as described in Table 8.

Table 8. Equivalence between numeric and qualitative ratings

Numerical Rating	Qualitative Rating
100	Excellent
80-99	Good
70-79	Acceptable
60-69	Regular
40-59	Bad
0-39	Poor

Source: Organizational culture report, The ONCOLOGY IPS, 2023

To gain an overview of the 8 evaluated Scales, the average for each was determined. Then, a comparative profile was created between the company's expectations and the results obtained from the evaluated. In Table 9, the results for each dimension are presented.

Table 9. General profile of organizational culture

Dimension	Organizational Culture		C R	Difference
	Ideal	Group		
Working conditions	100,0%	78%	0,78	- 23%
Senior management attitude	100,0%	85%	0,85	-15%
Boss treatment	100,0%	79%	0,79	-21%
Work relationships	100,0%	77%	0,77	-23%
Psychological satisfaction	100,0%	85%	0,85	-15%
Management of RH	100,0%	74%	0,74	-26%
Communications	100,0%	88%	0,88	-12%
Companu perception	100,0%	63%	0,63	-37%
Global IPS score	100,0%	78,6%		

Source: Organizational culture report, The ONCOLOGY IPS, 2023

In Table 10, it is observed that the overall average of the working culture at the oncology IPS is 78.6%, which corresponds to a qualitative rating of Acceptable. It is crucial to examine in detail each evaluated dimension to identify which organizational areas need reinforcement to achieve a fully satisfactory working environment. Furthermore, it is important to note that there are minimal negative perceptions that can be addressed beneficially for future analyses within the company.

Table 10. General profile of organizational culture

N.	Dimension	Quantitative	Qualitative
1	Working conditions	78%	Acceptable
2	Attitude of Senior Management	85%	Good
3	Treatment of my boss	79%	Acceptable
4	Work relationships	77%	Acceptable
5	Psychological satisfaction	85%	Good
6	Human resources management	74%	Acceptable
7	Communications	88%	Good
8	Company perception	63%	Regular
AVERAGE		78,6%	ACCEPTABLE

Source: Organizational culture report, The ONCOLOGY IPS, 2023

In the analysis of individual ratings by dimension, it is observed that none reach a perfect score of 100, which would indicate excellent satisfaction. This implies that there are no employees who feel completely satisfied with any specific dimension. However, no ratings register below 60 are recorded, indicating the absence of negative ratings (such as poor or terrible). This suggests that the conditions of the organizational culture at the oncology IPS are mostly regular, acceptable, and good.

The dimensions that receive a "Good" rating are: communications (88%), Attitude of Senior Management (85%), and Psychological satisfaction (85%). Furthermore, other dimensions are considered "Acceptable": Treatment of my boss (79%), Working Conditions (78%), Work relationships (77%), and Human Resources Management (74%). Finally, the dimension of Company perception receives a "Regular" rating with a score of 63%.

This means that, out of the 8 evaluated dimensions, 37.5% receive a "Good" rating (Attitude of Senior Management, Psychological Satisfaction, and Communications), 50% receives an "Acceptable" rating (Treatment of my boss, Working Conditions, Working Relationships, and Human Resources Management), and the remaining 12.5% receives a "Regular" rating (Company perception).

Action plan with improvement strategies for organizational culture at the oncology IPS:

The table 11 shows the action plan done by the oncology IPS which proposed three strategies and each of it aligned with two objectives and activities that must be performed to enhance and increase the effect of the strategues

Table 11. Action plan for the oncology IPS

Organizational Culture Program					
Strategies	Objectives	Activities	Resources	Responsible	Time
Promotion of teamwork to address unresolved internal conflicts that allows strengthen collaboration and communication between teams for more effective conflict resolution	Objective #1: Strengthen teamwork and improve collaboration among employees.	Perform presentation talk	Cardboard	Lina Fontecha y Andrés Torres	20Min
		Explain the dynamics	Pens		20 min
		Conduct the association game	Cardboards		10 min
		Generate a final reflection with the entire participating team	Room		10 min
	Objective #2: Foster trust, effective communication, and problem-solving in teams to strengthen organizational culture.	Invite the team to the meeting creatively to motivate staff.	Rope or tapes	Lina Fontecha y Andrés Torres	35 min
		Socialize the objectives and activities of the meeting.	Objects (Recycled)		15 min
		Conduct association game	Blindfold		10 min
		Generate a final reflection with the entire participating team	Candies		10 min
		Create some commitments that allow measuring the organizational culture.	Room		20 min
	Continuous education to strengthen a learning culture: utilizes continuous education opportunity to foster learning, provides training, and resources that promote transparency	Objective #3: Develop effective communication skills and skills when assuming different roles.	Invite the team to the meeting creatively to motivate staff.	White paper	Lina Fontecha y Andrés Torres
Conduct association game			Pens	10 min	
Generate a final reflection with the entire participating team			Room	20 min	
Conduct evaluation and feedback on what was learned in the activity		Envelope	10 min		
Objective #4: Strengthen personal		Invite the team to the meeting creatively to motivate staff.	White paper	Lina Fontecha y Andrés Torres	30 min

in communication and organizational processes	leadership skills among employees.	Generate a final reflection with the entire participating team	Pens		10 min
		Conduct evaluation and feedback on what was learned in the activity	Room		10 min
		Recognize and celebrate the winners of the activity	Candies		10 min
Promote professional development to counteract staff turnover and lack of coherent leadership. Provide growth and development opportunities to retain talent and strengthen internal leadership	Objective #5: Reinforce leadership skills among organizational leaders for the managerial process.	Invite the team to the meeting creatively to motivate staff.	Room	Guest	1 h
		Conduct a leadership-focused talk with the team leaders			10 min
		Conduct evaluation and feedback on what was learned in the activity			10 min
	Objective #6: Reinforce teamwork skills across different areas of the organization for the administrative process	Invite the team to the meeting creatively to motivate staff.	Room	Guest	1h
		Conduct a talk aimed to different organizacional áreas			10 min
		Conduct evaluation and feedback on what was learned in the activity			10 min

Validation of the organizational culture action plan through the Human Resources team of the oncology IPS: Planning: in the context of the oncology IPS, an Organizational Culture Action Plan was designed with the main objective of strengthening the institution's identity and shared values. This plan is structured based on a series of strategies derived from the DOFA analysis and measures aimed at fostering a strong and healthy identity.

Doing: to implement this plan, six objectives and their respective activities, responsables and elements needed for the execution were defined, such as training and sensibilization programs, team integration activities, and effective communication of the institutional values. These actions were done in a coordinated manner by the Human Resources team, aiming to promote the commitment and cohesion among employees.

Checking: with the purpose to measure the impact and effectiveness of these actions, Key Performance Indicators (KPIs) were established, including the level of employee's commitment, the perception of organizational culture and alignment with institutional values. These KPIs will work as success metrics to evaluate the progress of the action plan in a long term of time. Below these metrics are presented:

Key Performance Indicators for the First Strategy

Percentage of participation in teamwork strengthening activities: this indicator can measure the number of employees who participate in the planned activities in comparison with the total number of employees in the organization. An increase of this percentage would indicate a major commitment to strengthening teamwork.

Team satisfaction with collaboration and communication: a survey or evaluation could be used to measure the team's satisfaction with collaboration and communication at work. This would provide insight into how the efforts to strengthen teamwork are being perceived.

Percentage of internal conflicts resolved effectively: this KPI would measure the number of internal conflicts that are resolved effectively after implementing the teamwork strengthening strategies. An increase in this percentage would indicate an improvement in the team's ability to resolve conflicts constructively.

Level of confidence among team members: this indicator could be measured with surveys or evaluations that assess trust among team members before and after implementing the strategies. An increase in the level of trust would indicate that the activities are having a positive impact on the company.

Percentage of employees reporting an improvement in effective communication: this KPI would measure the number of employees who report an improvement in effective communication with their colleagues after the implementation of the strategies. An increase in this percentage would indicate an enhancement in communication within the team.

Number of commitments fulfilled related to organizational culture: this indicator would measure the number of commitments made during team strenghtening activities that are completed within the specified period of time. An increase in the number of fulfilled commitments would indicate a major commitment to the corporate identity.

Key Performance Indicators for the second strategy

Skill development activity participation rate: the percentage of employees who participate in activities designed to develop effective communication and empathy skills.

Participant satisfaction level: qualitative evaluation of employees about the usefulness and effectiveness of the activities in developing communication and empathy skills.

Improvement of interdepartmental communication: measurement of the communication improvement between different departments and teams, as a result of the skill development activities.

Increase in perceived empathy: evaluation of employees' perception of empathy within the team before and after the skill development activities.

Self-assessment of leadership skills: qualitative evaluation conducted by employees regarding their own improvement in personal leadership skills after participating in the activities.

Level of confidence in leadership performance: assessment of employees' confidence in their ability to assume leadership roles and take important decisions.

Bosses' feedback: qualitative evaluation provided by bosses on the changes in observed leadership behavior in employees after the development activities.

Recognition and celebration of achievements: number of times employee successes in developing personal leadership skills are recognized and celebrated, according to the planned in the activities.

Key Performance Indicators for the third strategy

Percentage of leaders participating in the leadership skills development meeting.

Number of leaders implementing new leadership strategies in their teams after the leadership-focused talk.

Level of staff satisfaction regarding the quality and usefulness of the evaluation and feedback received after the activity.

Percentage of employees participating in the teamwork skills development meeting.

Number of teams showing improvements in their performance after the talk focused on different areas of the organization.

Level of staff satisfaction regarding the quality and usefulness of the evaluation and feedback received after the activity.

For the general strategy of promoting professional development:

Retention rate of key employees after the implementation of professional development programs.

Percentage of employees reporting an increase in growth and development opportunities within the organization.

Overall staff satisfaction with the professional development initiatives implemented.

Act: the implementation of the plan involves collecting data through various assessment tools, such as surveys, structured interviews and focus groups, ensuring participation and representation from the human resources team.

Subsequently, the data should be analyzed to identify trends, patterns, and areas of opportunity to validate and adjust the action plan as needed.

IV. DISCUSSION

Organizational culture plays a crucial role in organizations as it affects their performance and, at the same time, reflects their commitment to the people or clients they serve, considering the previous context it is highlighted the work of the authors in document [41], who demonstrate that for any company to work effectively, there must be a commitment from all stakeholders and to strengthen this commitment, the authors recommend organizing a variety of activities, including cultural and sports events, to enhance the sense of belonging to the workplace and boost employees' ability to fulfill their assigned responsibilities. These initiatives, combined with the appreciation of individual achievements and skills, along with encouragement of autonomy and responsibility, will lead to the desired results.

A second important aspect within organizations, which is directly related to corporate culture, is leadership that directs toward the organization's goals, as to the authors in document [42], a transformational leader is characterized by driving and fostering beneficial changes among their followers. These leaders not only commit to and focus on the individual advancement of their followers, but also on creating an adaptable identity. Based on this, it was confirmed that managing a transformational leadership program can significantly improve organizational culture within the institution, as it can contribute to employees' commitment to their work and the institution. Finally, it is essential to emphasize that the development of an organizational culture program is crucial for the long-term success of any company, as discussed in this document, corporate culture encompasses the shared values, beliefs, attitudes, and norms of the organization's employees.

A well-developed organizational culture program can help to establish a unique identity and, particularly for the entity that was the focus of this study. Thus, a company must have a solid identity that becomes a distinctive competitive advantage, attracting both clients and talent who align with the organization's values and mission. Moreover, the organizational DNA directly impacts employee moral and motivation. When the organization's values align with employees' personal values, they feel more committed to their work and more satisfied in their working environment. Therefore, it is essential for the culture program to be well-designed, as it fosters a sense of belonging and community among employees, contributing to talent retention and reduced absenteeism. Another

crucial aspect is the impact of identity on the company's performance and efficiency. This culture should promote collaboration, innovation, and continuous learning to generate an environment conducive to creativity and problems resolution, as a result, employees feel more empowered to take decisions and assume on responsibilities, which can lead to greater agility and adaptability in response to market changes.

Last but not least, a corporate culture program tailored to the needs can contribute to build a strong reputation both internally and externally, which should be the object of study of the organization in question. A culture based on transparency, ethics, and corporate social responsibility can enhance the entity's perception among clients, investors, and society at large, generating trust and loyalty towards the organization.

V. CONCLUSIONS

Considering that the global organizational culture of the oncology IPS is rated at 78,6%, which is classified as ACCEPTABLE, it is evidenced the need to continue strengthening actions aimed at improving processes related to leadership, teamwork, assertive communication between areas, working relationships and other aspects that influence the culture of any organization. This evaluation addresses the problem raised in this research, demonstrating that the oncology IPS has an appropriate institutional DNA (in this case, acceptable). An employee who identifies with the institution's culture exhibits a more positive attitude and behavior, greater commitment, and feels more comfortable in their working environment. Additionally, it can be concluded that the actions taken by the institution's senior management are focused on fostering motivation and valuing the performance of all employees.

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