

## Exploration of Organizational Culture and Communication in A Secondary Sector Company for Competitive Efficiency



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**ABSTRACT:** The research addresses the challenges of operations management of a pharmaceutical laboratory in Latin America, where organizational culture and internal communication are fundamental. The importance of continuous improvement and adaptability in a dynamic business environment is recognized. The study seeks to evaluate the level of maturity of the organizational culture to overcome communication barriers, identify areas for improvement and understand its impact on the development of strategies. It is expected that this evaluation will allow the creation of a more cohesive organizational environment aligned with corporate objectives, strengthening operational efficiency and competitiveness in the market.

**KEYWORDS:** Organizational culture, internal communication, Operational efficiency, Competitiveness

### I. INTRODUCTION

The operations management of a pharmaceutical laboratory in Latin America faces a complex challenge: devising, implementing, and executing strategies to achieve successful results in the short, medium, and long term. In this dynamic scenario, organizational culture stands out as an essential pillar, directly influencing performance and the ability to respond to the challenges of the business environment. Although the team is highly committed, internal communication presents challenges, generating erroneous interpretations and loss of information.

This article aims not only to evaluate the level of maturity of the organizational culture in the pharmaceutical laboratory, but also to analyze how it influences operational efficiency. It is proposed to identify the barriers in internal communication and suggest improvements with the aim of strengthening the competitive position of the laboratory in the constantly evolving market.

The research not only addresses the complexity of internal communication, but also raises a fundamental research question: how will the conclusions obtained by measuring the level of maturity of the organizational culture in the pharmaceutical laboratory be translated into tangible benefits? The evaluation of cultural maturity is perceived as a strategic tool to overcome communication barriers and strengthen operational efficiency, aligning the organization with its corporate objectives.

Specific objectives include analyzing the impact of organizational culture on operational efficiency, identifying barriers in internal communication, detecting opportunities for improvement in communication, and analyzing the impact of culture on strategy development. The rationale highlights the variability in the results of organizational strategies, recognizing that each company has unique characteristics that affect organizational culture. The application of specialized tools and the identification of barriers in internal communication offer significant methodological contributions.

The research results could directly benefit organizations seeking to improve their performance, providing specific recommendations to strengthen their culture and internal communication. Furthermore, a thorough understanding of these factors is expected to have positive implications on operational efficiency and employee well-being. This research, by focusing on organizational culture and internal communication, seeks to offer novel perspectives for the development and implementation of effective organizational strategies, being valuable for business leaders, consultants and professionals interested in optimizing organizational effectiveness.

### II. THEORETICAL FRAMEWORK

#### A. *Organizational culture as a performance predictor*

Organizational culture, as a social construct that influences the behaviors and perceptions of individuals in an organization, plays a crucial role in business efficiency. Examining this relationship theoretically involves considering various perspectives and approaches that have evolved in recent years.

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Schein's (2010) view of organizational culture as a set of shared assumptions goes beyond a simple description of behavioral patterns. Schein argues that these assumptions, often rooted in fundamental values and shared beliefs act as the invisible foundation that shapes the collective identity of the organization. This theoretical approach recognizes that culture goes beyond daily practices and permeates all levels of the organization.

From Schein's perspective, organizational culture is not static; rather, it is dynamic and evolves over time. The company's capacity for adaptation and resilience is intrinsically linked to the flexibility and adjustment of its cultural assumptions in the face of changes in the external or internal environment. Culture not only reflects the present, but also serves as a guide for decision making and managing future challenges.

Consistent with this idea, the work of Cameron and Quinn (2006) highlights the importance of cultural coherence for long-term organizational efficiency. Coherence implies that cultural assumptions are aligned with the organization's strategic objectives. When this alignment exists, culture not only facilitates the execution of strategies, but also acts as a valuable resource for overcoming obstacles and adapting to unexpected changes.

Cultural coherence translates into an organization's greater ability to address challenges effectively. For example, a culture that encourages innovation and collaboration can be critical to addressing disruptive changes in the industry. Organizational culture, according to Cameron and Quinn, thus becomes a determining factor in a company's ability to anticipate, address and learn from ongoing challenges.

Therefore, organizational culture, according to Schein and supported by the ideas of Cameron and Quinn, not only influences the present, but is projected into the future, shaping the way in which an organization faces emerging challenges and adapts to a dynamic business environment. The deep understanding of these shared assumptions and their coherent integration with the corporate strategy is presented as a determining factor in sustainable performance and long-term organizational resilience.

**Integrative Approach: Culture, Communication, and Innovation.** Organizational culture cannot be understood in isolation; its interaction with the internal communication and innovative capacity of the organization is crucial. Authors such as Denison (2018) propose an integrative approach, suggesting that a culture open to change and innovation can enhance operational efficiency. In this context, internal communication, according to Kotter and Heskett (2011), acts as the glue that unites the cultural components and favors the effective implementation of improvement strategies and models.

### ***B. Improvement Models and Cultural Adaptability: Performance***

The effective application of improvement models in business environments with diverse organizational cultures has been a crucial field of research in modern management. The Competing Values Framework (CVF) developed by Cameron and Quinn (1999) has been a prominent reference in this area, providing a conceptual tool that illuminates how different organizational cultures influence the implementation of improvement strategies.

The CVF presents a taxonomy that classifies cultures into four fundamental types: Clan, Adhocracy, Market and Hierarchy. Each type reflects a distinctive set of values, practices, and organizational orientations. For example, clan's culture is characterized by a collaborative and participation-oriented approach, while adhocracy's culture stands out for its flexibility and innovation orientation.

This taxonomy not only identifies cultural patterns, but also highlights the inherent tensions between these types. Cultural adaptability becomes essential when considering the implementation of improvement models. An organization's ability to align its existing culture with the specific requirements of an improvement model largely determines the initiative's likelihood of success.

Denison (2018) has delved into the importance of cultural adaptability as a crucial indicator of success. He suggests that organizations with cultures able to adjust and align with new improvement models are more likely to overcome challenges and take advantage of emerging opportunities in their business environment.

In this context, cultural adaptability does not simply imply the mechanical adoption of new models, but rather the ability to integrate innovative principles and practices in a manner consistent with the organization's core values. Highly adaptive cultures are able to embrace ambiguity, encourage experimentation, and continually learn from feedback.

The relationship between improvement models and organizational cultures goes beyond mere technical implementation; it involves a profound transformation in mentality and internal processes. Organizations that recognize and proactively address this cultural dynamic not only improve their ability to implement change, but also strengthen their resilience and competitiveness in an ever-evolving business environment. Continued research in this field is essential to better understand how different cultures respond to improvement models and how cultural adaptability can be enhanced to improve organizational results.

### ***C. Global Cultural Dimensions***

In the era of business globalization, research has moved toward identifying global cultural dimensions. Hofstede (2011) has contributed significantly to this field, highlighting aspects such as indulgence vs. constraint, which complement classical cultural dimensions and offer a more nuanced understanding of how culture affects business efficiency in global contexts.

Measuring the impact of organizational culture on business efficiency has evolved. Instruments such as the Organizational Culture Assessment Instrument (OCAI) by Cameron and Quinn (2006) provide a structured methodology to assess the current culture and the desired culture, thus facilitating the identification of areas for improvement.

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The above highlights the complexity of the relationship between organizational culture and business efficiency, underlining the importance of considering factors such as internal communication, innovation, and adaptability to improvement models. Global cultural dimensions and current measurement tools offer a solid foundation for empirical research that seeks to understand and improve business efficiency through cultural interventions.

In the same way, the following research provides various perspectives on organizational culture, from its influence on project management to its application in academic and health environments, providing valuable information for the development of the research Relationship between Organizational Culture and Project Management in Bogotá, 2020, developed by González-Molano and Hoyos-Calderón (2018) in which is analyzed the impact of organizational culture in the direction of productive inclusion, highlighting the influence on the effectiveness of project management. The research provides an analysis of the data collection instrument and its influence on the achievement of objectives.

Implementation of the Organizational Culture Handbook by López-Ariza (2019) focuses on recognizing and improving the internal culture in a firm of Colombia. The research highlights the importance of specific actions to improve the organizational culture in a company.

In addition, the research entitled Impact of Organizational Culture on Learning Capacity in a Retail Company in Peru performed by Adan-Terrones et al., (2021) explore the impact of organizational culture on learning capacity in a retail company in Peru. They use theoretical models to support hypotheses and contribute to the understanding of the topic. Barquero et al., (2021) study the influence of digital competencies on university organizational culture, analyzing four universities in Spain and Mexico. They highlight the need to strengthen cultural identity in academic environments.

In this same sense, Olano-Huaman (2020) examines the relationship between organizational culture and work performance by using quantitative methods. The researcher concludes that there is a positive relationship between organizational culture and job performance. Pérez Patlan et al., (2019) developed a Scale of Types of Organizational Culture (ETCO), with 92 items, which provides factorial validity and reliability. The scale is used to diagnose and evaluate organizational culture in organizations.

Finally, Reyes-Ramírez et al., (2021) established a procedure for the diagnosis of organizational culture in medical entities in Cuba. They highlight the importance of analyzing variables such as leadership, values, and work environment in the field of health.

### III. METHODOLOGICAL STRATEGY

This is a descriptive and exploratory research to understand in depth the complexity of the organizational culture in the pharmaceutical laboratory. Detailed description will provide a solid foundation for analysis, while exploration will uncover unanticipated elements, enriching the overall understanding of how culture influences operational efficiency. This blended approach will provide a comprehensive framework to address the specific research objectives.

Descriptive research has as its main objective the detailed characterization and interpretation of specific phenomena, situations, or contexts. In this study, it will seek to describe the organizational culture of the pharmaceutical laboratory, detailing its elements, values, practices, and their influence on operational efficiency. Specialized tools, such as surveys and interviews, will be used to collect quantitative and qualitative data to create a detailed overview of the culture present in the organization.

Exploratory research focuses on discovering new ideas, concepts or relationships in a given area. In this context, the relationships between organizational culture and operational efficiency will be explored, seeking to identify novel factors and possible areas of improvement that have not been previously recognized. The exploratory methodology will allow us to obtain a more holistic view of how organizational culture affects different aspects of the pharmaceutical laboratory operation.

#### A. Data Collection Tools:

Use of specialized surveys to measure the level of maturity of the organizational culture.

Interviews and documentary analysis to identify barriers in internal communication.

Discussion groups and document review to detect opportunities for improvement in communication.

Document analysis and interviews with leaders to understand the impact of culture on strategy development.

#### B. Data Analysis:

A mixed approach was used to analyze the quantitative and qualitative data collected. Quantitative analysis was performed by using statistical tools, while qualitative analysis was focused on identifying emerging patterns, themes, and relationships.

Sample: Employees at different hierarchical levels to obtain a comprehensive perspective.

Procedure: Evaluation of the maturity level of the organizational culture, application of specialized surveys and quantitative analysis of the results.

Identification of barriers in internal communication, interviews, documentary analysis and identification of obstacles and deficiencies.

Detection of opportunities for improvement in communication, discussion groups, document review and specific improvement proposals.

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Impact analysis on strategy development; document analysis, interviews with leaders and evaluation of the coherence and adaptability of the strategies.

Data Analysis: Qualitative and quantitative analysis using statistical tools and content analysis techniques.

### C. Instrument application:

The Denison instrument, designed by Daniel Denison of the University of Michigan, was applied to a group of 89 individuals from the area of operations. The evaluation covered several key aspects, including decision making, teamwork, capacity development, values, coordination-integration, change orientation, customer orientation, organizational learning, strategic direction and purposes, goals, objectives, and vision.

To guarantee the representativeness of the sample, the survey was implemented according to the organizational chart of the operations area, ranging from the Director of Operations (Senior Command) to the Manufacturing Assistants (administrative OP), including Manufacturing Coordinators (Middle Management), leaders, monitors, manufacturing operators, packaging operators and packaging operators.

The Google Smart Sheet tool was used to generate the Denison survey, thus facilitating efficient tabulation of the data. Manufacturing management was requested to collaborate in allocating time to personnel to participate in the survey, which consists of 60 items. Each question is structured on a Likert-type scale, ranging from "Strongly disagree" to "Strongly agree." The main objective of the survey is to measure and classify four fundamental dimensions.

The first dimension aims to evaluate the empowerment of personnel in operations laboratories, seeking to determine the level of commitment, sense of belonging and participation in decisions related to the company's objectives.

The second dimension focuses on measuring the relationship between activities, evaluating coordination and execution. The results obtained allow us to determine the integration of the team and the coherence of the company's corporate values.

The third dimension will provide valuable information about the responsiveness of operations group personnel to changes or new activities related to the operation.

The fourth dimension aims to recognize the clarity with which information about strategic goals and objectives is transmitted to staff. Once the survey has been applied, it is essential to analyze the correlation of the data obtained to draw meaningful conclusions. and

### CORRELATION OF DATA OBTAINED

<i>People surveyed.</i>	1	8	6	57	7	10
<b>89</b>	<i>High controls</i>	<i>Controls media</i>	<i>Op Admo</i>	<i>Op General</i>	<i>Op Container</i>	<i>Op Packing</i>
Decision making	84%	79%	78%	82%	78%	76%
Teamwork	92%	77%	77%	79%	77%	76%
Capacity development	84%	73%	65%	73%	64%	74%
Values	100%	83%	79%	80%	69%	82%
Agreements	80%	82%	72%	76%	69%	73%
Comprehensive coordination	76%	80%	74%	74%	70%	70%
Change orientation	76%	89%	72%	73%	79%	76%
Customer orientation	56%	79%	68%	66%	75%	66%
Organizational learning	68%	74%	70%	69%	67%	75%
Direction and strategic purposes	68%	84%	77%	82%	79%	82%
Goals and objectives	76%	79%	81%	85%	81%	81%
Vision	68%	84%	79%	83%	78%	80%

Confirmation of the survey was carried out through the use of Cronbach's Alpha coefficient, a tool that makes it possible to evaluate the reliability of the information that is being measured, in terms of the accuracy of the measurement. This coefficient is based on the average of the correlations between the variables that make up the scale and has the ability to be calculated in two ways: through the variances (Cronbach's Alpha) or the correlations between the items (standardized Cronbach's Alpha).

### D. Information Analysis:

**Reliability of data collection:** After carrying out the survey with the personnel in the operations area, the reliability of the information collected was evaluated by applying the statistical formula of Cronbach's Alpha coefficient.

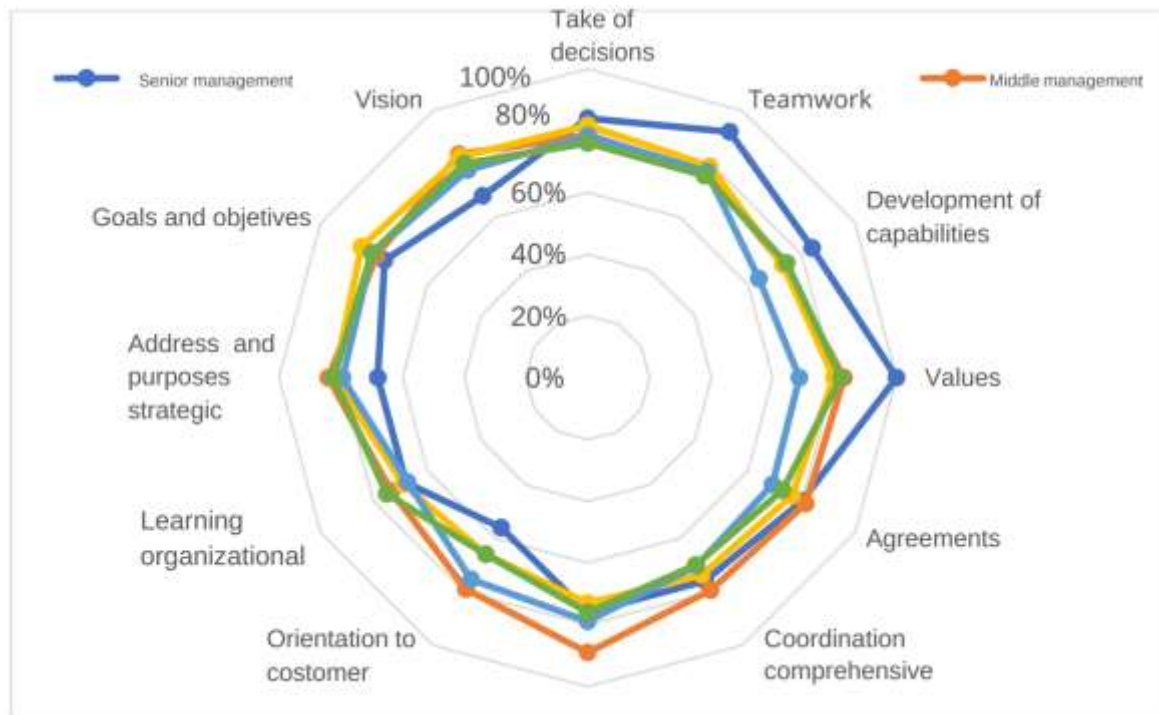
$$\alpha = \frac{kp}{1 + p(k - 1)} \left[ 1 - \frac{\sum_{i=1}^k s_i^2}{s_t^2} \right]$$

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The results indicate a satisfactory coefficient, since the statistical data reveal a correlation of the information greater than 0.80, see correlation of the variables.

### STATISTICAL RESULT OF THE SURVEY

	Tall controls	Control s media	op administrativo	Operator (o) General	Operator (o) Container	Operator (o) Packing
Decision making			78%	82%	78%	76%
Teamwork			77%	79%	77%	76%
Capacity development			65%	73%	64%	74%
Values			79%	80%	69%	82%
Agreements			72%	76%	69%	73%
Comprehensive coordination			74%	74%	70%	70%
Change orientation			72%	73%	79%	76%
Customer orientation			68%	66%	75%	66%
Organizational learning			70%	69%	67%	75%
Direction and strategic purposes			77%	82%	79%	82%
Goals and objectives			81%	85%	81%	81%
Vision			79%	83%	78%	80%



Results of the analysis of Organizational Culture

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### ***E. 0Analysis by Dimension***

#### ***Dimension Implication.***

Capacity development: Leaders perceive that the organization demonstrates a constant interest in promoting the growth of staff competencies and skills. They trust their employees; they delegate significant tasks to enhance their capabilities. However, operational staff differ considerably in their perception of this aspect, suggesting possible failures in communication between leaders and operational staff.

Strategy: It is imperative to improve communication channels between leaders and operational staff so that the latter truly perceive the fundamental importance they play within the organization.

Teamwork: In this dimension, Senior Management shows a positive perception, with a participation of 92% according to the instrument applied. However, a marked disparity is observed with the lower hierarchical levels, Middle Management and Operators, who obtained a score of 77%. This result can be attributed, in part, to the number of collaborators at the different hierarchical levels, being lower at the managerial levels and higher at the operational levels. Operational level collaborators, along with their supervisors, recognize the importance of implementing strategies that strengthen teamwork, resulting in more efficient management. This point is crucial according to the general analysis and the improvement proposal that will be presented.

#### ***Consistency Dimension.***

There is a strong identification of the leaders with the values and policies of the organization, generating a solid sense of belonging and shared expectations. In addition, they demonstrate remarkable skills in reaching agreements and resolving conflicts, which reflects an outstanding capacity for conciliation at this level. However, in the dimension of coordination and integration, a significant opportunity is identified. Senior and middle managers should overcome organizational barriers in favor of working together and the overall success of the organization.

Regarding operational personnel, an acceptable alignment with organizational values in general is perceived. However, it is important to pay attention to the packaging area, where discrepancies with this premise are evident. In relation to conflicts and differences, a marked inclination towards resistance to agreements is observed in this segment of the population. Added to the less favorable perception about the coordination and integration of leaders, it can be concluded that there is limited reception on the part of the operational level regarding what their leaders are trying to convey.

A mismatch is identified between the middle and senior management of the organization and the operational staff while the former show a high concordance with organizational policies and values, the latter experience a moderate identification.

#### ***Adaptability Dimension.***

Orientation to change: In this approach, it is observed that the three corporate levels present significant gaps, highlighting resistance on the part of the operational level, with the lowest proportion recorded at 72%. The next hierarchical level, with a participation close to 79%, is the Senior Management level, situated in an intermediate position compared to the other levels. Middle Managers, for their part, are the furthest from the two levels mentioned, with a proportion of 89%, and are the most oriented to change. This is considerable, considering that these officials are immersed in operational management, participating in both execution and directive management. The company's strategist has a broader perspective and recognizes the already existing improvement opportunities that must be developed for the common good and to optimize the entire production component.

Customer orientation: In this aspect, it is again observed that the hierarchical level of Middle Management exhibits a greater participation, with 79% and a tendency towards customer orientation, followed by the entire operational level with an average rating of 66%. Curiously, the Senior Management level shows the lowest score in this factor, with a very small percentage in relation to the importance of this approach, obtaining a proportion of 56%. We can conclude that the lower hierarchical levels, due to their proximity to the product and its manufacturing process, lean towards what is important to the customer. On the other hand, the Senior Management level, even without ruling out the importance of this approach, directs its strategy towards other aspects, and possibly does not give due relevance to customer orientation. This is another important point to determine in this analysis of the organizational climate since it is necessary to verify the strategic direction at the managerial level and its relationship with customer orientation.

Organizational learning: In this dimension, a similar perception is generated regarding the processes defined for organizational learning and training by the hierarchical levels of Senior Management and Operators, each with a participation of 68% and 70%, respectively. This indicates the need to establish constant training policies and involve these levels in the development and continuous improvement of processes. Middle Managers present a proportion of 75%, a score not very distant compared to the other hierarchical levels. This confirms that, in general, all employees consider training plans relevant for their job development.

#### ***Mission Dimension.***

On average, staff perception of the company's mission stands at 79%. However, differences are observed in manufacturing management compared to operational personnel in how information about the company's strategic objectives is perceived and received. This suggests that, in the operation, production objectives are standardized with goals focused on productivity, but the lack of alignment of the area's objectives with organizational objectives is evident.

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The recognition of the company by the operational staff focuses on the administration and activities carried out by the human management area. In the administrative and middle management staff, areas of quality and human management are integrated. Management indicates that the perception of the company should include organizational objectives, information that usually remains with senior management. An opportunity for improvement is revealed to effectively disseminate the company's mission.

Information about the company's vision for the manufacturing director stands at 68%, clearly as a result of how he receives information about the company's strategic objectives and purposes. This demonstrates the lack of alignment in the information to perceive both the present and organizational planning to project the future of the organization. Operational and middle management personnel are projected into the future as a production area and not as an organizational entity.

### ***F. Solution Proposal***

In the context of developing the general proposal that has a positive impact on the various processes and that provides an effective alternative to improve and solve the processes identified in the diagnosis, it is essential that said proposal be durable and supported by different statutes. This will ensure that it serves as a guide and ensures sustainable workforce development and overall business management.

The proposal will include agreements and guidelines that, in the first instance, will directly affect employees. Attention will be paid to aspects such as training plans and career plan structures, which will encourage engagement and reduce levels of absenteeism. Although it is recognized that the company's workforce is limited and quantifiable, the uniqueness of each person is also recognized, and therefore, the proposal must ensure quality and job permanence for collaborators.

In a second phase, strategies will be developed that directly involve senior management and require support and prior studies. Aspects such as communication methodologies at a micro and macro level, as well as organizational objectives, will be redefined, with the aim of optimizing communication channels and guaranteeing the effective reception of messages. In addition, dimensions that directly influence plant layout and jobs will be defined. During the development of the proposal, improvements in work environments will be evaluated so that employees feel comfortable and have the appropriate conditions for efficient work performance.

Finally, motivational aspects will be considered, such as the development of training for middle and senior managers, which encourage the development and management of managerial skills and soft competencies, practiced in the context of management. Another motivational aspect will be the detailed redefinition of incentives, where the most appropriate and evaluable form will be determined, whether financial and/or compensatory, without financially affecting the company.

### ***G. Strategy***

It is essential to plan integration activities that involve operational personnel in the company's decision making. The aim is to allow all staff to make suggestions on important topics, which will not only be taken into account, but also rewarded with incentives for the best initiatives.

To improve communication, several actions are proposed, such as the implementation of electronic channels to send information by email, publication on billboards and calling for weekly meetings that involve the entire company. In addition, it seeks to engage leaders in effective communication with their teams. It is suggested to train leaders in coaching to direct staff towards organizational objectives and establish a solid training schedule to achieve continuous and effective learning at all levels of the organization. The importance of providing constant feedback to staff about the organization's values and disseminating changes in organizational policies and objectives is highlighted.

The proposal also addresses areas of weakness in the execution of the organizational culture, proposing improvements in working conditions for laboratory operating personnel and the implementation of an incentive program to recognize teamwork and the fulfillment of productive goals.

### ***H. Improve working conditions***

Objective: Identify and adjust job positions by processes for operational personnel.

Rationale: The high turnover rate of packaging operational personnel is largely attributed to the lack of ergonomics in the workplace, which can affect long-term health. The proposal seeks to improve this situation.

Implementation of an incentive program for operational personnel.

Objective: Recognize teamwork and compliance with monthly productive goals in the production team.

Justification: The lack of knowledge about productive goals and their impact on the organization has led to the need to implement an incentive program.

The aim is to recognize the team for achieving goals and encourage the participation of operational personnel in the company's career development program.

### ***I. Communication technological proposal***

Objective: Establish a transversal communication channel in the operations team that facilitates the identification of work priorities and effective communication between operational staff and leaders.

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Justification: Differences were identified in the communication method between operational staff, and it is crucial to implement a technological proposal that allows optimal and effective communication, recognizing and listening to all interested parties in the work team.

### ***J. Expected Impacts***

Objective 1: Analyze and adapt the jobs for the operational staff of the Siegfried laboratory, with the aim of completing this process. This initiative will cover positions in the operational area, as well as in other areas, improving conditions health and comfort of employees. The goal is to promote safety and occupational hygiene, guaranteeing a comfortable work environment that contributes to the efficient performance of tasks. An increase is expected significant in job satisfaction by having more productive and efficient employees, projecting an additional 5% increase in productivity compared to the 2023 forecast projection.

Objective 2: Implement a non-salary incentive plan that recognizes teamwork for the fulfillment of productive goals and the monthly production of compliant units in the production team. This plan seeks to generate additional motivation in staff, encouraging them to meet goals and face challenges that involve them in constant internal competition. This plan is considered an investment, as motivation is expected to result in a 5% reduction in the current absenteeism rate, which currently ranges between 18% and 15%.

Objective 3: Establish a transversal communication channel in the operations team to facilitate the identification of work priorities and promote assertive communication between operational staff and leaders. Since leaders are responsible for executing and monitoring the organization's productive activities, it is crucial to develop effective ways of transmitting information. Through the strengthening of leadership competencies and the implementation and improvement of communication channels, the aim is to increase productivity by 5%.

### ***K. Impacts Achieved.***

#### ***Improvement of Working Conditions:***

The optimization of the lines and jobs that make up the operating groups at the Siegfried plant will not only facilitate the flow of raw materials but will also improve mobilization routes and evacuation routes. This will contribute to a more efficient movement of collaborators at workstations, resulting in an increase in productivity and raising production standards. The adjustments and designs made to the workplaces are aligned with the 5S methodology, which involves organizing, ordering, cleaning, standardizing and maintaining.

#### ***Implementation of an Incentive Program for Operational Personnel:***

Incorporating the distribution of returns generated by collective work efforts through the fulfillment of goals is a key factor that directly influences the motivation of employees to execute any work plan. The successful implementation of the incentive plan, following agreed standards, will not only foster internal customer loyalty, directly linked to absenteeism levels, but will also allow Siegfried to consolidate highly efficient teams across the various production lines. In addition to the benefits mentioned, incentive plans will promote the well-being of employees and foster a sense of institutional belonging, positively influencing their personal development and ensuring employees' motivation and focus on their work responsibilities.

#### ***Communication Technology:***

The design of the network and media will focus on practical use through the implementation of Information and Communication Technologies (ICT). All job levels are expected to have timely and consistent access to information. The audiovisual transmitters will allow employees to maintain constant communication with management guidelines, and through these tools, awareness campaigns will be carried out on aspects of prevention, strategic planning, and personal care within the plant. This will generate greater rapprochement with collaborators and demonstrate the company's commitment to general well-being.

## **CONCLUSIONS**

In conclusion, the detailed evaluation of various aspects within the organization has revealed opportunities to strengthen the organizational culture and optimize the performance of personnel at different levels. The identification and adaptation of jobs, the implementation of an incentive program and the integration of communication technologies are fundamental strategies proposed to address the identified weaknesses.

The focus on improving working conditions, not only from the physical perspective, but also in terms of emotional well-being and satisfaction, seeks to generate a positive impact on the productivity and efficiency of operational personnel. The introduction of an incentive program will not only promote the achievement of goals but will also contribute to the retention of talent and the strengthening of the sense of belonging, essential factors to consolidate high-performance teams.

The communication technology proposal aims to create more efficient and accessible channels, which will facilitate the transmission of key information and strengthen the connection between leaders and operational staff. The adoption of Information and Communication Technologies (ICT) will allow agile and effective communication, as well as the development of awareness campaigns that strengthen the organizational culture. In summary, these initiatives seek not only to address the identified areas of improvement, but also to establish the foundations for a more cohesive, motivating, and efficient work environment. The successful



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implementation of these proposals can contribute significantly to the achievement of the company's strategic objectives and the comprehensive development of its human resources.

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