

A Model for Characterizing Organizational Culture in Public Educational Institutions in Colombia and Cuba

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The objective of this paper is to develop a model to characterize the organizational culture of the Antonio José Camacho University Institution of Colombia and the Branch Entity of Cuba. The following logical thought processes were used: analysis, synthesis and induction-deduction, which allowed processing, systematizing, and interpreting the information related to the post-pandemic impact of COVID-19 on the organizational culture of university institutions such as the “Antonio José Camacho” University and the Branch Entity. The university institutions are called to maintain the educational level achieved, to have innovative thinking with a lot of creativity and a culture of detail. The significant human potential working in universities is a necessary premise to achieve greater development in the educational field. The post-pandemic impact of COVID-19, it is necessary to contextualize the organizational culture to the current times in the university institutions, prioritize academic with social projection in order to strengthen the institutional mission using more technologies with greater presence in digital platforms and positioning educational content.

Keywords: systematization, organizational culture, educational institutions, public entities, post-pandemic impact

INTRODUCTION

The research project proposal: a model of organizational culture characterization in public entities of Colombia and Cuba, which is important due to the social reason that the Antonio José Camacho University Institution has with the different sectors of the city, from its mission axes such as teaching, research, and social projection, the latter to contribute with its knowledge to Colombian and international entities. The research project obeys in general to the objectives of the SDG sustainable development 11 sustainable cities and communities in terms of inclusive environments. Organizational culture impacts different organizations and influences the human well-being of the members of an organization. This issue of organizational culture has several factors or indicators to analyze, such as the issue of work and inclusive environments, well-

being, management styles, teamwork styles in different groups or populations, language styles, different ethnicities, socioeconomic strata, etc., in any entity and that could be impacted by the effects of the pandemic and more for being health and psychosocial issues. When performing the characterization of organizational culture, there we will find different social-economic factors in its population and the characteristics of the entities in terms of ethnicity, race, gender, working and socio-demographic conditions, among others. The issue of organizational culture impacts the entire university community with its socio-cultural traits; it does not exclude any population. This characterization allows for reinforcing, integrating, and promoting human talent plans for an inclusive environment.

The study will characterize the organizational culture of the Antonio José Camacho University Institution of Colombia and the Branch Entity of Cuba.

The topic of organizational culture, it is relevant since its genesis in the practices of Human Sciences allows identifying the true identity by categorizing important factors that differentiate one entity from another and influences and impacts the institution's social mission.

THEORETICAL FRAMEWORK

It is important the concept and knowledge of organizational culture in national and international entities to highlight their cultural traits and thus become the first asset of the entity for its projection abroad: Zapata and Rodríguez (2008) are among the greatest exponents of this concept, in which they gather different concepts and perspectives on the concept of culture in the human sciences, without leaving aside the administrative theories of this concept, which allow determining common elements such as values, principles, organizational philosophy, heroes or leaders, workgroup styles, different disciplines, different ways of communicating and expressing oneself, myths, etc. He refers to Rocher (1977), who points out that organizational culture is a set of values, beliefs, ideologies, behaviors, symbols or ways of thinking of the actors of an organization. Smircich (1983) who indicates that organizational culture is shared patterns and behaviors, a stable set of taken-for-granted assumptions, shared experiences and values that form a context. This definition corresponds to national and international organizational cultures. This corresponds to the entities investigating their organizational culture as the Antonio José Camacho University Institution of Colombia and the Branch Entity of Cuba.

From another point of view Zapata and Rodríguez (2008) and Gálvez (2011) quote Schein (1988), highlighting his work as one of the main authors of the organizational, where his concept of organizational culture is associated with behaviors studied, learned, and measured in the relationship between individuals, such as language, rituals, communication, interpersonal relationships, values and norms that are developed in work teams where the interaction of the actors of an organization is predominant, who are the ones who live and relate to these norms, rituals, and behaviors that contribute to the organizational culture.

We also find other concepts in which the culture can exist in the entire organization or in a headquarters, plant, or department of it; each can have a social group, thus bringing the concept of subcultures (Guizar, 1998).

Añorga (2017) confirms that it is understood in the experiences, values, and experiences as the way of living in history. It includes what we do, think, instruct, believe, want, and dream, in history there are myths, values, experiences, different forms of communication that build and identify an entity, thus consolidating an organizational culture of an entity. Therefore, it is important to characterize the organizational culture and generate strategies to better project it inside and outside an entity and to face the challenges of the environment, be it sanitary emergencies, high inflation, economic decrease, etc. Taking into account the Theory of Advanced Education of this author from Cuba, this same theory focuses on people who are the ones who move this organizational culture.

The characterization with the description of its social and vulnerable groups following this, the organizational beliefs and value system, are the pillars on which the organizational culture is built. This system of shared meaning is, in a closer examination, a set of key characteristics that the organization values. (Robbins, 2006, p. 128) Accordingly, the author stresses that organizational culture is specific to business and educational entities.

The authors mentioned above suggest that there are six main characteristics that, when put together, capture the essence of an organization's culture: 1. Innovation and acceptance of risk in changing societies with different populations and new challenges. 2. Attention to detail, getting down to the minutiae of your task, and possessing focus and concentration. 3. Results orientation, not only to perform the task but to show results. 4. People orientation, empathy towards users, proactively addressing and resolving their concerns with assertive communication, and strengthening interpersonal relationships. 5. Team-oriented, demonstrating teamwork with peers to achieve institutional objectives. 6. Stability and commitment, demonstrating that there are factors to remain in the entity and that workers recognize it (Robbins, 2006; Page 245). These characteristics stated by Robbins can be evaluated by means of information-gathering tools since each one is related to the degree of application of the same in the organization, i.e., it is possible to identify the position of the management regarding the acceptance of risk and innovation according to the degree that such characteristic reaches; it is also possible to measure the position of the management regarding the orientation towards results, the effect of decision making on people or the orientation towards teamwork. The above characteristics are highly related to the competencies and behaviors that collaborators must have in public entities, according to Función Pública, which applies to national entities (Colombia) and also to international entities. A study of the characteristics provides a broad overview of each organization's culture, since the results allow positioning, the entity concerning the values experienced and the acceptable ways to achieve the objectives proposed for inclusive environments. The perception of the organizational characteristics also gives a clear idea of the positioning of the organizational culture in the employees of the entities.

The actions of the National Public Policy for Social and Labor Inclusion are aimed at the areas of the person and society or environment. These areas make up the environment of every human being, and in this sense, the environment must be understood as something that transcends the spaces in which the person participates directly, such as work; the environment also refers to broader spheres of society that include public and private institutions, policies and norms, values, ideologies and beliefs that constitute the organizational culture. It is important to note that from this logic, the environment is represented as a series of circles in which what happens in the sphere of society affects the sphere of the individual, but what happens in the sphere of the individual can in turn affect the sphere of society. (www.funcionpublica.com).

METHODOLOGY

The type of research developed in this work is descriptive, where the institutional philosophy was analyzed, what are the experiences and how the actors of each entity live this organizational culture if this philosophy is assimilated in these entities. Thus, this work is linked to the study of social and cultural aspects, etc., where the main object of study are the organizations and people immersed in this social and cultural collective.

The research method is qualitative because a description of the institutional philosophy of the 2 entities was made, highlighting their cultural traits.

Under a dialectical-materialistic approach, the research methods used are the following:

Theoretical Methods

Analysis-synthesis: Facilitates the study and evaluation of pedagogical conceptions that serve as a theoretical framework to determine the background of the object of study, its current state and build a proposal for a pedagogical strategy and/or action plan for the development of the organizational culture of the entities Antonio José Camacho University Institution and the Branch Entity.

Systematization: It is used to organize the theory of the authors chosen to define and organize the concepts of organizational culture, the characterization, comparison, and pedagogical strategy of the entities Antonio José Camacho University Institution and the Branch Entity.

It is also used to review and organize the two entities historical background.

Empirical Methods

Survey: This survey was applied digitally to 100% of the population to identify their philosophy, cultural traits, values and needs in the two entities.

Content or documentary analysis: its function is to identify the different theoretical approaches related to organizational culture, the characterization and design of a pedagogical strategy that allows the same development of the organizational culture of the two entities mentioned. It allows the review of resolutions, manuals, and organizational reports, and the legal framework found in the archives of the entities or web pages.

These phases were proposed for the project.

Project Phases

PHASE 1

- A. Bibliographic review, to learn about the evolution and historical background of the Antonio José Camacho University Institution and the Branch Entity.
- B. Design of application instruments for the Antonio José Camacho University Institution and the Branch Entity.

PHASE 2: Design of the Strategy.

- A. Analysis of the results.
- B. Comparison of the organizational cultures of the two entities mentioned above. (First Review).

RESULTS

This research focused on the organizational culture diagnoses of the Branch Entity located in the country of Cuba and the Antonio José Camacho University Institution located in Cali, Colombia, to reach a comparison that allows designing an improvement strategy, with the support and experiences at all levels of the entities, since this study generates a strengthening purpose for the organizations. Both entities have ample trajectory and experience in their fields and provide educational services; their *raison d'être* is to train people. Also, both entities have new challenges generated by the post-pandemic, in which they must strengthen and integrate their processes, their inclusive environments, adaptation to change, and new ways of management. This integrality is what will allow them to continue to grow as entities.

Below are certain characteristics of the entities mentioned in the study:

CHARACTERISTICS OF THE ORGANIZATIONAL CULTURE OF THE BRANCH ENTITY AND ANTONIO JOSÉ CAMACHO UNIVERSITY INSTITUTION

Fundamental mission of the Branch School:

- Preparation and improvement of cadres, reserves and quarries in the tourism sector.
- Methodological guide on training centers.
- Advise and accompany the directorates of the Ministry of Tourism and Ministry of Education in Cuba in the solution of the problems inherent to the operation and development that Cuban tourism demands and the alliances with the Universities.
- To form and train cadres, reserves and quarries of the tourism system within the radius of action of the Ramal School in accordance with the National Strategy for the Preparation and Improvement of Cadres and Res/22 of 2022 of the Minister of Tourism.
- Links with the Ministry of Education and the Ministry of Tourism in view of their leading role in undergraduate and graduate education and training, as well as in the preparation of cadres.
- Postgraduate training for young Ministry of Higher Education graduates in topics required according to their graduation profile, organized in the form of routes.
- Competency tests (technical profiles) and proficiency tests (languages).

- Attention to third parties that pay taxes to the tourism activity in the line of management (Direction), including the non-state sector.
- Application of the Ministry of Higher Education processes regarding the teaching categories of professors and training centers. Chairing category tribunals.
- Participate in the Technical Advisory Board of the Ministry of Tourism.
- Projects of the Escuela Ramal that respond to the Sectorial Program for the Ministry of Tourism. Advisory and consultancy services to different sectors and the business system. Design of plans and programs of the Pyramid System.
- Design of plans and programs of national scope required by the Ministry of Tourism for workers, specialists, cadres, reserves and quarries.
- Verification (inspection) of compliance with state policies that correspond to the Ministry of Tourism and the companies.
- Preparation of the cloisters. Internal regulations of the FORMATUR system.
- To preside over the tribunals of teaching categories of the system's professors with the Ministry of Higher Education, categorizing 80 professors from all over the country in Cuba during the period.
- Others considered by the State, Government and agency.

**Tourism Branch School, FORMATUR - Cuba - Global West | | of the UNWTO Students League
UNWTO World Student League 2021 (unwto.org)**

On the other hand, the Antonio José Camacho University Institution is a public entity, of the municipal order, attached to the Mayor's Office of Santiago de Cali, administratively autonomous, generator and disseminator of knowledge, with an objective vocation of service to society through scientific, research and social projection activities, for the promotion of quality and excellence in education in the nation.

As a public university, the institutional projection is based on the credit built by the schools over the years, thanks to a strong emphasis on the research method and the ability it gives to transform knowledge. The Antonio José Camacho University Institution shares the honor of public education in the region with another magnificent institution, the Universidad del Valle, configuring a reality that proposes an enriched and open academic scenario for applicants, students, teachers, scientists, researchers and personalities of the national academy, to develop their talents and deepen the knowledge of their fields of interest, accompanied by the support of great institutions that shine in the national academic environment for its tradition and prestige.

Its mission and vision include the following:

Transforming Knowledge

For many, to speak of technology is to speak of the countless electronic devices that have emerged in recent times as a result of the advancement of society; however, in a broader and deeper sense, technology is the transformation of knowledge, an essential function that provides dynamics to society and opens paths to the construction of the self from the renewal of thought models.

Wide Academic Range

The Antonio José Camacho University Institution has a wide academic offer ranging from training in technical studies to specialized studies, including basic levels in technological and professional undergraduate studies in classroom and distance modalities. In this way, it offers a wide academic scenario and offers a scaled solution for different audiences according to their interests and competencies.

A Model for All

We believe in inclusive education, in open academic models that constitute participatory scenarios with a social focus, to offer quality education at affordable costs to all social classes. This philosophy gave life to this institution and will continue to point the north, a course that requires us to give the best of our being and channel it to the construction of a society where quality of life, entrepreneurship, ethics and leadership occur.

The themes of these strategic objectives are oriented to the following topics:

- ACADEMIC OFFERINGS
- RESEARCH
- PROFESSORAL
- SOCIAL PROJECTION
- WELFARE
- ORGANIZATIONAL
- INFRASTRUCTURE
- SMART UNIAJC (Source www.uniajc.edu.co)

Therefore, at present, higher education institutions are called to undertake a cultural change that allows the incorporation of social responsibility not only to fulfill their obligations to their staff by providing benefits and improvements in working conditions, but also to their community, seeking to contribute to the same knowledge and technological and scientific advances.

Authors such as Serna conceive an organization's culture as a system expressed in how organizations do things, how they establish priorities and assign importance to different business tasks.

Due to its global impact, the COVID-19 pandemic has infected more than 10 million people and has caused the death of almost 500,000 people. Due to its dimensions, it has become an unprecedented health, economic, political, social and financial crisis and has caused a deep world economic recession, the paralysis of transport, the closure of all air and sea borders, the unemployment of millions of people, the paralysis of migration and international tourism.

A report by the World Trade Organization (WTO) warns of the danger of the pandemic for small and medium-sized enterprises (SMEs). The WTO recalls that SMEs account for 95% of all enterprises and 60% of global employment.

The University as a socializing institution is characterized by the protagonist, active and democratic participation of the educational agents in the direction and life of the University. In the current historical context, product of the COVID-19 effect, the change in the organizational culture is imminent, which implies the development in the actions of the University from a projective vision to find the best alternative solutions to the problems of practice, with the use of the human potential that is available, contributing to the development of education as part of a whole, which responds to the needs, aspirations of social development and the requirements that the current socioeconomic conditions require. Today the organizational culture is essentially called to change with the use of methods according to the context and transforming management styles. The dialogue through video conferences, the affective, reflective and mutually respectful climate, the use in practice of a participative management pedagogy that motivates the self-development of professionals.

The importance of theoretical knowledge and the linkage with practical activities is evident in the implementation of the actions presented below. Prioritize the use of digital platforms and position the contents of the University Institution in social networks and internet. Improve the communication strategy of the University Institution with the use of the internal web page that disseminates the actions and participation spaces that update the exchange of workers and students through the use of information and communication technologies.

The study is important to identify the type of organizational culture that the Branch Entity and the Antonio José Camacho University Institution currently have, due to the fact that organizations must consider the incidence of organizational culture factors in the performance of the collaborators. That is to say, through the diagnosis of the entity it is possible to know the importance of the behavior of the personnel

in the organization. It is necessary that the entities Antonio José Camacho University Institution and the Branch Entity proceed to analyze the features of the organizational culture they currently maintain, because the perceptions of the different factors of organizational culture largely depend on and influence a favorable organizational climate and culture and lead to the success of the institutional objectives and above all the power to transmit a sense of identity to internal and external users of the organization, by generating criteria for a better working environment and inclusive environment.

DISCUSSION

Nowadays, organizations represent an important factor in the economy and society, since they are the ones that provide employment and generate goods and services with the objective of satisfying the needs of the consumer. The Branch Entity of the country of Cuba is a public entity that contributes and also advises on tourism issues to the Ministry of Education of Cuba and the Ministry of Tourism itself, so that it can have an impact outside the country and in this post-pandemic era in which the dynamics of the country have also changed. No studies of organizational culture have been observed to highlight values and important cultural traits to improve in this entity. As for the Antonio José Camacho University Institution, it is also a public entity that has an impact on the provision of educational services with different academic programs in which its dynamics have also changed due to the postpandemic era and its growth in students, although organizational culture studies have been conducted previously, they have not yet been conducted in the postpandemic era. The main purpose of this research is based on diagnosing organizational cultures, to establish an overview of how it influences and impacts its institutional philosophy and in times of challenges where it is essential to integrate new policies and needs in psychosocial issues, health and inclusive environments. Therefore, the aim is to identify the collaborators' cultural traits and institutional philosophy in the work environment, that is, the way they develop within the current organizational culture. The analysis of these factors and their integration contributes to achieve an advantage in the activities of the entities. Therefore, the problem description lies in integrating the different processes of these entities that may impact their services.

CONCLUSIONS

The study was carried out using empirical and theoretical methods. In the empirical, knowing the business philosophy of the collaborators of the Antonio José Camacho University Institution and the Branch Entity where the cultural attributes will be highlighted to carry out a pedagogical strategy that allows the dissemination and development of an efficient organizational culture. Regarding the theoretical aspect, through the state of the art, the approaches that allow understanding and delving deeper into the object of study will be analyzed and reflected upon.

Throughout this study, an investigation was developed with theoretical bases of the different types of organizational cultures, and the strategies to measure them since the combination of different variables that represent the psychosocial, welfare, and inclusive environment are important factors in the operation of public entities such as a Colombian and a Cuban entity. The main purpose of this study was based on diagnosing the organizational culture and identifying the cultural traits of each of the entities to establish an overview of the organizational culture by characterizing the populations in terms of gender, ethnicity, and different social groups that impact an entity. In this study, the descriptive research method is used, which aims to identify and characterize the organizational culture of the collaborators of the Antonio José Camacho University Institution of Colombia and the Branch Entity of Cuba. Organizational cultures and subcultures are identified in each area. Depending on the factor measured, i.e., from the global point of view, the Cuban company presents an adhocratic or entrepreneurial culture and the Colombian institution generally represents a hierarchical culture. Therefore, it is important to put forward proposals to modify certain behaviors that strengthen work performance, the most important thing is to identify those cultural traits to integrate processes and areas, also the implementation of actions to improve the organizational culture, where the lines of communication are properly established and the strategic management processes

are reorganized, the planning and execution of training programs aimed at cementing the organizational culture that is proposed as ideal for the entities.

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