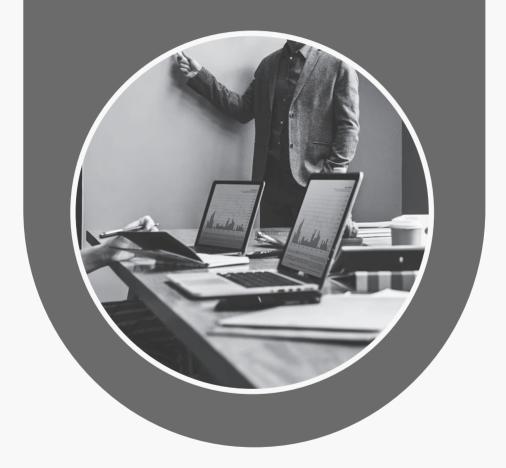# POST-PANDEMIC ORGANIZATIONAL

TRANSFORMATION FOR COMPETITIVENESS

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(Coords)

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Organizational Transformation Post-Pandemic For Competitiveness

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First edition, 2023

Contents

Chapter 6

Relation of the Business Philosophy with a Process of Cultural Change in Commercial Companies

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Hernández-Rodríguez, T.M., Sánchez-Gutiérrez, J., Vargas-Barraza, J.A.

142

Relation of the Business Philosophy with a Process of Cultural Change in Commercial Companies

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INTRODUCTION

The changes have been present all the time without stopping, and in recent years these have been increasingly pressing. This situation influences the business environment, so organizations must prepare for such changes and adapt to them. This was seen with the Coronavirus COVID-19 pandemic, which caused a series of changes in the way companies work, and in people's consumption behavior. Especially, since in world markets the competition is increasing. The importance of the study of cultural change lies in the accepted assumption that companies are constantly evolving, so it is of great importance to understand how companies change, as well as the motivations they have for those changes to take place or not. For this reason, companies that aspire to succeed and stand out in the market must adapt to the changes that are presented. Therefore, managers play a key role in the companies, because they determine the path to follow and have a clear vision of what they project their company to be, and the steps to follow to achieve it. Therefore, it is very important to examine the process of organizational culture change in companies, since this allows us to know what factors intervene in a process of cultural change, in addition to knowing the problems they face to achieve it, such as overcoming resistance to change, which is very common among the staff of organizations.

The focus of the study of Business Philosophy reveals that changes are a type of evolution that occurs in organizations; the Business Philosophy of a company helps its employees to adapt to changes because they respond more quickly to these, and in this way, such changes can be anticipated. Therefore, the principles and values that constitute the

business philosophy of companies are essential for organizations within the business environment.

At the same time, it is appropriate to highlight that our world has changed rapidly, especially since the end of the 20th century, which meant that many people were not aware of these changes. Now, it can be seen how the knowledge and skills that were previously available have become obsolete.

DEVELOPMENT

How an organizational change procedure is carried out entails a great effort, because any change process must overcome a large number of problems that make it difficult. Hence the importance of generating this type of research. Since global markets are constantly evolving, business firms must also be constantly changing. Therefore, we must understand exactly how companies change, and what causes those changes.

To implement a change strategy that forges a more efficient and competitive company, an organizational culture needs strong organizational values, which are under what the market demands. Therefore, the values of a company play a central role in organizational management, especially in companies that are undergoing a process of change.

Among the authors who analyze organizational change from the point of view of the current study of Business Philosophy, are: Groysberg et al. (2018); Schein (2010); Palm et al., (2016); Tomislav (2021); Schafer (2009), Drašković, et al., (2018), which were analyzed for this work.

The business philosophy has spread in the literature referring to organizational behavior (Schein, 2010), administration (Fu et al., 2015), and marketing (Homburg & Pflesser, 2000). There are many definitions of organizational culture (Cameron & Quinn, 2011; Hartnell et al., 2011; Homburg & Pflesser, 2000; Pettigrew, 1979; Quinn & Rohrbaugh, 1983; Schein, 2010). But the most cited definition is that of Schein (2010), who defines organizational culture as a largely invisible, but very powerful social force. This invisible force is what drives a company to specific objectives or a particular orientation (Schein, 2010). It is a combination that contains beliefs, ideology, language, rituals, myths, values, norms, and artifacts (Homburg & Pflesser, 2000; Schein, 2010); attitudes, purposes,

Hernández-Rodríguez, T.M., Sánchez-Gutiérrez, J., Vargas-Barraza, J.A.

144

and habits that identify a company (Fetterman, 2010); that refine the behavior patterns of employees (Uddin et al., 2013), and give the implicit social order of a company (Groysberg et al., 2018), which includes visible symbols, communication and, above all, orientation to change. Therefore, organizational culture is defined by values and personnel behaviors that help the unique social and psychological environment and influence the internal thinking and external behaviors of the company. (Pettigrew, 1979).

On the other hand, it should be noted that there are different classifications of organizational culture, Schein (2010) classifies organizational culture at three levels: observable artifacts, values, and basic assumptions.

The competing values model of organizational culture consists of four types of organizational orientations: group culture, development culture, rational culture, and hierarchical culture. Having four types of culture: clan, adhocracy, market, and hierarchy (Cameron & Quinn, 2011). Also, Goffee & Jones (1998), indicate that organizational culture consists of two dimensions: sociability and solidarity; about which there are four main types of organizational culture: the communal culture, the fragmented culture, the network culture, and the mercenary culture.

In turn, it should be noted that there are three types of organizational culture widely used in organizational culture studies: innovative organizational culture (COI), bureaucratic organizational culture (BOC), and trust and support organizational culture (TOC) (Uzkurt et al. al., 2013).

Thus, as can be seen, organizational culture plays a fundamental role in achieving the economic objectives of a company, with an impact on the process of initiation and implementation of organizational changes. Handy's typology, which classifies culture into role culture, power culture, person or support culture, and task culture, serves to evaluate the type of organizational culture in public and private organizations. (Drašković, et al., 2018).

On the other hand, there is an association between organizational culture and the affective, cognitive, and behavioral tendency of attitudes toward organizational change. Different types of organizational cultures have varying degrees of acceptance of attitudes toward organizational change. Therefore, a certain type of organizational culture could facilitate the acceptance of change, while other types of culture would not; and since the change involves the personnel, managing them is fundamental to effecting a change, since

the change involves a variation of the normal situation (Zabid, et al., 2004). In this regard, Hughes (2011) points out that the context of change is always important and studies show that change often releases negative emotions and resistance, so the frequency of changes can be a problem (Smollan et al., 2010).

The leaders and employees of a company develop and change the company through its business philosophy, which is achieved by making an organizational change. In a company with principles and values that constitute its organizational culture, this culture must be accepted and practiced by its management, since they have a fundamental role in the process of organizational change.

Business philosophy influences having an innovative climate (Palm et al., 2016). In this regard, Tomislav (2021) analyzes the complexity of the relationship between the key determinants of a company's success, such as an ambidextrous organizational culture, innovation in the business model, and the evolution of digital businesses. He indicates that a foundation of change and innovation is the organizational culture that motivates the workforce to develop and adopt innovations. He examines the impact of ambidextrous organizational culture values on those relationships; formulating a conceptual model of the impact of exploration and exploitation on digital evolution, business model innovation, and business results. The components are required and the role of the search as a value of the business philosophy is detailed. In addition, the concept of ambidextrous organizational culture points out the cultural values associated with certain concepts. Therefore, organizational culture stimulates a diversity of organizational behaviors (Schein, 2010) and since innovation is a form of behavior, organizational culture becomes a factor that stimulates the performance of innovative actions for an organization.

On the other hand, business philosophy is a type of activity that occurs naturally in a company, and empirical evidence indicates that organizational culture has a significant influence on behaviors directed at the customer, financial performance, and the market (Homburg & Pflesser, 2000), and induces individual behaviors and collective or cooperative acts (Pettigrew, 1979). If the business philosophy is influenced by the decisions of managers, it is a way to achieve the expected organizational results. Therefore, an employee with a strong sense of regulatory responsibility continues in the company because he thinks he should.

Hernández-Rodríguez, T.M., Sánchez-Gutiérrez, J., Vargas-Barraza, J.A.

146

A business philosophy centered on learning is made up of a series of values and measures that strengthen staff attitudes when they are part of learning practices. The members of a company combine the ways of learning through learning practices and organizational values, thus the company increases its capacity to respond to present and future changes. (Godé & Barbaroux, 2012).

Thus, in summary, it can be said that values are fundamental in business philosophy, although many times the values held by companies are not humanistic, which causes various companies to focus on results, instead of the ethical part. On the other hand, it is very common for companies to state that they have a certain class of values, even though they do not practice them. For this reason, companies must take good care of what their values are. Likewise, although the values of a company are indeed an essential part of it, it must be remembered that values are only one of the requirements that business firms must possess to carry out a process of change in the organization, because some solitary values are insufficient to improve the performance of an organization since other issues are required to make them more efficient and competitive, such as having a business philosophy that is open to change and principles and values that promote innovation, efficiency and a spirit of continuous improvement.

METHODOLOGICAL DESIGN

For this investigation, three stages were carried out: 1.- To begin with, a theoretical study was carried out, and as part of it, a search was carried out regarding the theoretical framework of the subject under study. 2.- Next, an empirical study was carried out; for which information emanating from this study was gathered, for this purpose a structured questionnaire was designed, with a series of closed questions, which included the response options, said questionnaire being the research instrument used. 3.- A bibliometric study on the relationship between cultural change and organizational culture. Bibliometric helps to collect statistical data from published works, guiding the researcher to reflect on the state of the art from an analytical, qualitative, and quantitative perspective, to develop transcendental research.

Unit of analysis:

As part of this project, companies with the following characteristics were studied: 1.- Being MSMEs. (1 to 250 employees). 2.- Trade sector, and 3.- Located in the ZMG (Guadalajara, Tlaquepaque, Tonalá, and Zapopan).

Sample:

In this investigation, a non-probabilistic sampling was used, and the questionnaire was applied to 78 employees who work in one of those 78 commercial MSMEs, and they should have participated in the process of organizational culture change. Additionally, it should be noted that, according to the SIEM, in Mexico, 69% of the organizations are trade companies, 7% are from the industrial sector, 21% are made up of service companies and only 1% are agricultural or mining organizations.

Operationalization of Variables:

For this research, the variables were operationalized through Likert Scale questions. The Likert Scale uses statements that reflect an attitude, for or against, concerning each question. For this work, the people interviewed were asked to indicate their degree of agreement or disagreement, with each statement, to determine how favorable or unfavorable their opinion is about the topics analyzed.

Problem statement:

This research work aims to determine what are the effects and factors of the Business Philosophy, which influence a process of Organizational Culture Change in commercial companies, of the ZMG, and whether they favor it or hinder it.

Therefore, for this project, the research questions that were formulated were:

What are the factors related to the Business Philosophy that motivated a change of organizational Culture in commercial companies of the ZMG? And What are the effects of the Business Philosophy of organizations in the commercial sector of the ZMG in a process of organizational culture change?

Hernández-Rodríguez, T.M., Sánchez-Gutiérrez, J., Vargas-Barraza, J.A.

148

Research Objectives

The objective of this research work is to determine which factors of Business Philosophy influenced a process of Organizational Culture Change in companies in the commercial sector of the ZMG. Another objective was to determine what effects the Business Philosophy has in a process of Organizational Culture Change in companies in the commercial sector of the ZMG.

Hypothesis:

The hypotheses proposed for this research project are:

H1: The Business Philosophy favored the consummation of a process of organizational culture change in commercial companies of the ZMG

H2: The high turnover of personnel is a factor that hinders the implementation of a Change of business philosophy in commercial firms of the ZMG.

H3: The measurement of the results of the change of organizational culture, strengthens the essence and the business philosophy in commercial organizations of the ZMG.

Collection and processing of information

For this work, a structured questionnaire was used as a research instrument, which was formulated based on the information obtained, with which, it was tried to know the factors of Business Philosophy, which influenced a process of organizational culture change in companies of the trade sector of the ZMG. Therefore, a questionnaire was formulated to detect these factors. After obtaining the information, analysis, and classification of the results were carried out.

To establish the reliability and consistency of the research instrument used, Cronbach's Alpha was obtained; and the KMO Sampling Adequacy Measure and the Bartlett Test were taken to verify that the variables were correlated and that it was feasible to carry out a factorial analysis.

As part of the empirical study of this research that aims to establish how Business Philosophy influences a change in organizational culture, the degree of significance of the ANOVA (analysis of variance) was obtained, coming from relating the variables belonging to the Business Philosophy, with the effect they have on a process of organizational culture change, as well as some factors that favor or hinder the realization of a process of organizational culture change.

RESULTS OF THE INVESTIGATION AND DISCUSSION

In this research project, business philosophy was analyzed as a current study that examines the process of organizational change.

The Scopus database on March 16, 2022, has a total of 672 scientific documents (599 articles, 43 reviews, 26 conference papers, 2 book chapters, and 2 books) that have the concepts of the topics examined, either in the title, the abstract or as a key term. The Scopus academic repository allows downloading of the bibliographic records of the patterns studied in different formats, which makes it possible to carry out an analysis on various platforms. To analyze the information obtained for this research, the VOSviewer software was used, which allows viewing the co-occurrence networks of the information obtained from the records of the bibliographic sources. (van Eck & Waltman, 2010).

Likewise, the Research Categories considered in the Scopus database were also inspected, where the different publications found were registered. Figure 1 shows the information obtained from the Scopus academic repository, with the Business, Management, and Accounting area being the one with the most articles, followed by Social Sciences, then Medicine, after Decision Sciences, right away its Computer Science, and later Economics, Econometrics and Finance, as the most important.

Hernández-Rodríguez, T.M., Sánchez-Gutiérrez, J., Vargas-Barraza, J.A.

150

Figure 1

Publications by disciplinary area of the Scopus database.

Documents by subject area

On the other hand, continuing with the results achieved; it should be noted that to carry out this study, the 672 documents found in the VOSviewer software were processed, the said program generated the maps based on such bibliographic data found, and then the criteria for creating said maps were determined.

Regarding the study of the relationship between organizational change and the organizational values that make up the business philosophy, figure 2 shows the countries that have excelled in the works that address organizational culture and values: the United Kingdom, the United States, Australia, and the Netherlands are the countries that stand out the most.
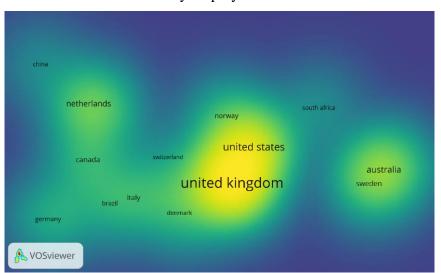
Figure 2

Density map by countries

Bellon-Álvarez, L.A.

Regarding the applied research instrument, some questions that analyze the organizational change from the perspective of business philosophy were considered. This research was carried out through personal surveys, and they were applied to the personnel of the companies that were part of their organizational change process. They were provided with the questionnaire prepared for this study, which was used to analyze the hypotheses. Therefore, for this project, certain questions concerning the current study of business philosophy were taken into account. In addition, Cronbach's Alpha, Bartlett's Test, and KMO were obtained:

Table 1

Cronbach's alpha of the business philosophy variables

Cronbach's Alpha	Number of Elements
.810	16

By the statistical reliability result derived from this study, Cronbach's Alpha is highly consistent, since it is close to the number 1, while the questionnaire variables were consistently administered, which means that the trends and General correlations can be explained in depth through multivariate analysis, for this, the level of adjustment between groups must be understood using a KMO factor analysis and Bartlett's test.

Table 2

KMO and Bartlett Test- Organizational Change and Organizational Culture

Kaiser-Meyer-Olkin measure of sample adequacy		.706
Bartlett's Sphericity Test	Approximate Chi-Square	329.051
	gl	120
	Sig.	.000

Yes. Sig. (p-value) <0.005 is accepted H0 (null hypothesis) > being able to use factor analysis.

Yes. Sig. (p-value) > 0.005 is rejected H0 > unable to use factor analysis.

The results reveal that the significance level obtained was zero, which is why it is representative, since the closer it is to zero, the more satisfactory the test is.

Hernández-Rodríguez, T.M., Sánchez-Gutiérrez, J., Vargas-Barraza, J.A.

152

Table 3

Communalities

	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6
Teamwork Intensity	0.840					
Team Learning Intensity		0.789				
Positive attitude of Management		0.756				
Feedback		0.732				
Frequency of Team Learning		0.712				
Frequency of Creating planned and controlled crises and conflicts			0.698			
Frequency of Teamwork			0.683			
The organization encourages employees to respect the values in practice			0.676			
Intensity of Creating planned and controlled crises and conflicts			0.671			
The organization has values that strengthen its identity			0.656			
Staff reaction to the change was favorable			0.612			
This organization shows a sincere commitment to needs and development when planning and implementing organizational changes				0.587		
When problems arise, they are discussed to seek to solve them				0.560		
Employee performance was recognized and rewarded				0.544		
Actions are carried out to develop in the staff an attitude of openness to change				0.539		
Competitively, the company is performing better than before the change				0.533		

The variable that turned out to be more significant is the Intensity of Teamwork, followed by the Intensity of Team Learning, which reveals that work teams contribute significantly to an organizational change procedure so that it is carried out through the perspective of business philosophy. The Positive Attitude of Management and its Feedback, on the other hand, are also important variables to business philosophy since employees and Management must have the same orientation in a process of change.

The people surveyed were asked if they thought that the company for which they work has an organizational culture aimed at developing a business philosophy that seeks to adapt to the evolving world in which we find ourselves; to establish if this was fundamental for the company to carry out the organizational change; this taking into account that thanks to the changes that have taken place in the world, and business, they have caused the development of new ways for a company to work, as a result of the increasing importance it has for corporations that have an innovative business philosophy and openness to change, as this encourages management to make better decisions.

In turn, the people surveyed were also asked if the business philosophy was a factor that influenced the determination to carry out a process of organizational change, and in what way it contributed to making said change. Because, according to the vision of the current study of business philosophy, organizations must have a series of principles and organizational values that allow a better execution of a process of organizational change.

As part of the instrument used in this project, a series of hypotheses and research questions were taken into account that analyzes organizational change from the perspective of the business philosophy study current, and they are:

H1: The Business Philosophy favored the consummation of a process of organizational culture change in commercial companies of the ZMG.

Hernández-Rodríguez, T.M., Sánchez-Gutiérrez, J., Vargas-Barraza, J.A.

154

Table 4

Changing an Organizational Culture can be a Slow Process

		Sum of squares	gl	Mean quadratic	F	Sig.
	ANOVA					
Importance of Strategic Planning in an Organization	Between groups	56.389	3	18.796	5.249	.003
	Within groups	200.544	56	3.581		
	Total	256.933	59			
Full-time specialist administrators were assigned to implement major changes	Between groups	14.957	3	4.986	5.763	.002
	Within groups	48.443	56	.865		
	Total	63.400	59			
Little mobility in management	Between groups	11.758	3	3.919	5.917	.001
	Within groups	37.092	56	.662		
	Total	48.850	59			
The company was managed based on quantifiable figures	Between groups	16.430	3	5.477	6.231	.001
	Within groups	49.220	56	.879		
	Total	65.650	59			
Adaptation	Between groups	7.427	3	2.476	4.796	.005
	Within groups	28.906	56	.516		
	Total	36.333	59			

According to the results obtained, it was found that there is a relationship between changing an organizational culture with The company being managed based on quantifiable figures, Little mobility in management, Full-time specialist administrators assigned to implement major changes, the Importance that has Strategic Planning in an organization, and the Adaptation. This reveals that these factors influence the implementation of a change in organizational culture. Therefore, H1: The Business Philosophy favored the consummation of a process of organizational culture change in commercial companies of the ZMG, is accepted. (See Table 4).

The study of business philosophy indicates that strategic planning has an extremely important role in directing change in organizational culture. (Wiedman & Martinez, 2017). Therefore, certain business characteristics such as the attitude of managers to change, business orientation to the market and learning, size, technical knowledge resources, administrative intensity, specialization, organizational culture, and business strategy, are factors that promote the adoption of the innovation in organizations (Hult et al., 2004).

For his part, Pool (2000), says that business philosophy allows a company to face the ever-changing problems of adaptation to the external context and the internal composition of resources, employees, and company policies to facilitate external adaptation. For this reason,

it is expected that some types of business philosophies favor the process of cultural change, although other types of philosophies or organizational cultures do not. One problem companies have is determining what type of business philosophy or organizational culture will foster organizational change. Keskin & Balak (2020), state the importance of organizations quickly adapting to the environment to face such challenges. Since the future will belong to organizations that adjust their skills to a constantly changing market and increased competition. (Bratianu et al., 2006).

Management support is the degree to which employees believe managers are committed to, and drive the change. Therefore, organizational management requires an orientation that helps to manage resources such as the available information, the personnel, the knowledge base, as well as creativity. A managerial implication is that any change that is made must take into account the type of business philosophy. Therefore, management may need to first understand the type of business philosophy held in the organization and then adopt one or more approaches to make organizational changes (Zabid, et al., 2004). Therefore, one of the great challenges for companies seeking to develop a sustainable environment is the use of trust and interaction within the company. This problem can be solved through the organization's knowledge base, and the self-regulation skills and mechanisms provided by its business philosophy (Vveinhardt & Minkute-Henrickson, 2005). The importance of change for any company is essential for its growth, and it is the responsibility of the company leaders to explain why it is needed and how the change of organizational culture will be carried out. Company managers must always be available and seek ways to communicate the business philosophy to achieve successful organizational change, hence the importance of not changing managers. (Saunders, 2018).

On the other hand, the ability to make good decisions and quickly adapt to changing situations is one of the great competitive advantages for companies in the 21st century. Organizations must have principles and organizational values rooted in their business philosophy that serve to improve their decision-making and obtain better results. (Matheson and Matheson, 2001). It is also essential that companies know how to adapt to situations, and can influence and shape their environment, restructure, and achieve sustainability. (Schwaninger, 2019).

Hernández-Rodríguez, T.M., Sánchez-Gutiérrez, J., Vargas-Barraza, J.A.

156

The answers of the interviewees indicate that the business philosophy is a fundamental factor that must be considered when you want to make an organizational change, for this it is necessary that the organizations have a business philosophy with organizational principles and values that promote the proper functioning of the company and that there is an opening to carry out a process of cultural change in the company itself.

H2: The high turnover of personnel is a factor that hinders the implementation of a Change of business philosophy in commercial firms of the ZMG.

Table 5

High staff turnover before the change

ANOVA						
		Sum of squares	gl	Mean quadratic	F	Sig.
Conflicts	Between groups	10.441	3	3.480	5.941	.001
	Within groups	32.809	56	.586		
	Total	43.250	59			
Resistance to change was the main obstacle that had to be resolved to achieve change	Between groups	17.398	3	5.799	6.135	.001
	Within groups	52.935	56	.945		
	Total	70.333	59			
Fear of the unknown remains the biggest cause of resistance to change.	Between groups	15.896	3	5.299	6.887	.000
	Within groups	43.087	56	.769		
	Total	58.983	59			
Ignorance, in which the staff did not know what to do and how to do it	Between groups	10.646	3	3.549	5.469	.002
	Within groups	36.337	56	.649		
	Total	46.983	59			
Lack of involvement and commitment of management	Between groups	11.501	3	3.834	9.294	.000
	Within groups	23.099	56	.412		
	Total	34.600	59			
Uncertainty	Between groups	10.646	3	3.549	6.006	.001
	Within groups	33.087	56	.591		
	Total	43.733	59			

According to the results achieved, a relationship was discovered between the High Personnel Turnover before the Change: Conflicts, Resistance to change was the main obstacle that had to be resolved to achieve the change, and Fear of the unknown continues to be the greatest cause of resistance to change, Ignorance, in which the staff did not know what to do and how to do it, Lack of involvement and commitment of management, Uncertainty. This indicates that these factors hinder the implementation of a change in organizational

culture. Therefore, H2: High staff turnover is a factor that hinders the implementation of a Change of business philosophy in commercial firms of the ZMG, is accepted. (See Table 5). According to Hult et al., (2004), the attitude of managers to change makes the company adopt innovation as a priority, so the lack of involvement of managers would be a serious problem in a process of organizational change.

For Firth (2000), the unpredictability of the environment and uncertainty are part of organizational change, which requires such companies to assimilate how they can learn. To safeguard their credibility, managers must be involved and take risks, and take advantage of opportunities for change. (Hirschhorn, 1983). On the other hand, Kim et al., (2013), express that the appreciation of an environment of uncertainty by the staff arises from the change in organizational culture.

Resistance to change refers to unfavorable human forces that impact the organizational change process (Dunican & Keaster, 2015). While et al., (2015), say that the observation of the practice of emerging values, reveals how change agents use organizational values strategically to be able to change a company that is very resistant to change. For his part, McMurry (1997) indicates that people do not resist the change itself, but rather the uncertainty that changes cause, because uncertainty causes fear of the unknown, so fear must be reduced, to reduce uncertainty and thus decrease resistance to change.

Management involvement is the degree to which workers believe that the company's management is committed to the change and support it. In turn, business management requires an alignment that allows managing resources such as the information that is available and the knowledge base, since ignorance and the lack of involvement of management hinder the process of organizational change.

The results indicate the importance of maintaining the base of the personnel that makes up a company, since when there is a high turnover of personnel, this negatively influences the performance of a company, being an obstacle in the implementation of a change of organizational culture.

H3: The measurement of the results of the change of organizational culture, strengthens the essence and the business philosophy in commercial organizations of the ZMG.

Hernández-Rodríguez, T.M., Sánchez-Gutiérrez, J., Vargas-Barraza, J.A.

158

Table 6

A Measurement of the Results of the Organizational Culture Change is made.

		Sum of squares	gl	Mean quadratic	F	Sig.
	ANOVA					
The organization has values that strengthen its identity	Between groups	7.462	2	3.731	8.175	.001
	Within groups	26.925	59	.456		
	Total	34.387	61			
Shared vision	Between groups	7.698	2	3.849	6.436	.003
	Within groups	35.285	59	.598		
	Total	42.984	61			
Accept calculated risks	Between groups	7.324	2	3.662	6.675	.002
	Within groups	32.369	59	.549		
	Total	39.694	61			
Information and analysis of the change process are documented	Between groups	10.910	2	5.455	12.529	.000
	Within groups	25.687	59	.435		
	Total	36.597	61			
The organization is more aware of its knowledge base	Between groups	4.277	2	2.138	9.281	.000
	Within groups	13.594	59	.230		
	Total	17.871	61			

According to the results emanating from this investigation, it was discovered that there is a relationship between A Measurement of the Results of the Organizational Culture Change made, with The information and analysis of the change process being documented, the organization is more aware of its knowledge base. The organization has values that strengthen its identity, Accepting calculated risks and Shared Vision. This demonstrates that the Measurement of the Results of the Organizational Culture Change helps the consummation of an organizational change. Therefore, the management of the organization must be fully involved in the process of organizational culture change, and promote a work environment that supports the process of change in organizations. Therefore, the H3: The measurement of the results of the change of organizational culture, strengthens the essence and the business philosophy in commercial organizations of the ZMG., is accepted. (See Table 6).

It is transcendental that companies have organizational values such as support, cohesion, trust, cooperation, and belonging since they help teamwork, and thus open communication is obtained, having participation and commitment on the part of the workers, (Cameron & Quinn, 2011); which benefits the execution of a change of organizational culture.

Hartnell et al., (2011) allude that companies must have behaviors associated with risk-taking and creativity. Being the market culture a competitive philosophy, in which communication, competition, and performance, become dominant values, for which behaviors associated with the determination of objectives, planning, focus on tasks, and competitiveness, are expected. Therefore, risk management focuses on managing risks and causes adequate adaptation mechanisms to them, calculating how to deal with said risks (Argyris, 2010).

The business philosophy influences consumer-oriented behaviors, financial and market performance (Homburg & Pflesser, 2000), and an innovative climate (Palm et al., 2016), making a greater contribution to the management of the knowledge base and organizational effectiveness than the strategies or organizational structures (Zeng et al., 2010). Markets are changing rapidly these days. Technological changes, such as electronic business and computerization, have caused a great leap in the communication of data, information, and knowledge bases, as well as in work processes and the way of negotiating. The knowledge base flows quickly in companies that have a more permeable business philosophy, and the flow of information that constitutes their knowledge base is improved by managing competitiveness and improvement standards.

On the other hand, Schafer (2009) affirms that an organization must have certain qualities. They must have a clear strategic vision, a business philosophy that respects the way of thinking of each individual, and incentive programs that strengthen the vision and culture of the company.

Market demands are increasing, which, in turn, implies that companies have to be increasingly efficient in their processes and be more competitive, this requires that these companies are willing to accept the changes that occur in the organization and the business world.

Hernández-Rodríguez, T.M., Sánchez-Gutiérrez, J., Vargas-Barraza, J.A.

160

CONCLUSIONS:

This work analyzed the relationship between cultural change and business philosophy, carrying out a theoretical, empirical, and bibliometric study. Thus, as part of the bibliometric analysis, the data was obtained from the Scopus database, analyzing the period between 1990 and 2022. The bibliometric study helped to learn more about research trends regarding this topic, as well as how it is analyzed from different points of view.

On the other hand, it should be noted that the continuous changes that occur in the business world demand changes in companies, innovative organizational procedures, the use of new technologies, promotion of new goods and services that better satisfy the desires and needs of buyers. Therefore, it is required that companies have a business philosophy that is shared by its members, and these members, in turn, must have a constant learning ability. Successful companies cannot remain immobile, since if they did so, their competitors would surpass them. For this reason, the most outstanding organizations do not wait to react to the changes that occur in the markets but rather anticipate them and try to generate them to safeguard their leadership and force the competition, so that they are the ones who must react and adjust to such changes. That is why, although implementing a change in organizational culture can be onerous, the reality is that when there is a business philosophy shared by the members of the company, this helps the change to develop properly, bringing as a consequence that the benefits are greater than their costs, because the workers have a common goal, and the processes become more efficient, and favor in most cases to reduce costs, and that the investment made in this system is rewarded with the savings derived from said cost reduction, and making the organization more competitive.

On the other hand, the results of this investigation allow us to conclude that the hypotheses raised were accepted:

H1: The Business Philosophy favored the consummation of a process of organizational culture change in commercial companies of the ZMG

H2: The high turnover of personnel is a factor that hinders the implementation of a Change of business philosophy in commercial firms of the ZMG.

H3: The measurement of the results of the change of organizational culture, strengthens the essence and the business philosophy in commercial organizations of the ZMG.

In this work that studies the relationship between business philosophy with a process of cultural change in organizations, it was discovered that business philosophy requires a series of principles and organizational values that develop that business philosophy, which should promote an attitude of openness to change among the organization's employees and contributes to achieving greater effectiveness, where managers get involved in the process of cultural change, which in turn helps improve the decision-making process. Additionally, it should be noted that an uncertain environment requires companies to adapt to such changes since this will allow for a change in organizational culture.

Additionally, it was discovered factors that favor the change of organizational culture from the perspective of Business Philosophy: Adaptation, Little mobility in management, Full-time specialist administrators assigned to implement major changes, the company was managed based on figures quantifiable and Strategic Planning in an organization, which were transcendental factors to achieve change. Thus, the current study of Business Philosophy indicates that an organization changes when the principles and values held by a company change and its employees assimilate them.

Business Philosophy is a factor that greatly helps in a process of cultural change. This is because their organizational culture must motivate companies to have a series of principles and values that make up a business philosophy that promotes the development of their employees and the company itself, with a spirit of openness to change. Companies work better when they have an entrepreneurial Business Philosophy, which seeks continuous development and improves the performance of the company. Likewise, the Business Philosophy is a very useful tool, through which companies can improve their processes, give optimal service, and have a better presence in the markets.

There is no way to anticipate what will happen in the future, but we can be prepared for what the future brings. Proper preparation by the companies will help them to face these challenges that the future entails. All types of businesses must prepare to adapt to these changes. Carrying out a change in organizational culture is a survival mechanism that companies use to remain present in the markets. For future research, it is proposed to carry

Hernández-Rodríguez, T.M., Sánchez-Gutiérrez, J., Vargas-Barraza, J.A.

162

out case studies in companies that are going through a process of organizational culture change at that time. It is also suggested to carry out investigations similar to this one, in companies of other lines such as the service sector, or the industrial sector, it would also be good to do this type of investigation in companies at a national level.

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Hernández-Rodríguez, T.M., Sánchez-Gutiérrez, J., Vargas-Barraza, J.A.

164

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Hernández-Rodríguez, T.M., Sánchez-Gutiérrez, J., Vargas-Barraza, J.A.

166