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## Implementation of the Intelligent Organization Model to Optimize Organizational Development in the Ica Market, 2024-2025

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### Abstract

*The research work entitled Implementation of the Intelligent Organization Model to Optimize Organizational Development in the Ica Market Model (2024-2025) aimed at the application of the intelligent organization model with the purpose of improving the organizational development of this commercial entity. The research was carried out with a descriptive-explanatory approach and used a hypothetical-deductive method, in a non-experimental cross-sectional design. The data was collected through a survey aimed at merchants in the Mercado Modelo de Ica, which covered several sectors such as fruits and vegetables, toys, groceries, footwear, clothing and meats. The sample was made up of 51 merchants, chosen in a non-probabilistic way. The findings showed that the implementation of the intelligent organization model produced notable improvements in internal processes, communication within the organization and the decision-making process, which directly contributed to the strengthening of market management and competitiveness.*

**Keywords:** *Application of the Intelligent Organization Model, Organizational Development.*

### Introduction

Today's competitiveness and technological advancements require organizations to develop adaptive skills that include learning, innovation, and strategic decisions. In this context, the idea of an intelligent organization—inspired by Peter Senge's theories—suggests the connection of disciplines that allow "learning to learn" and modify group processes to create sustainable value. The Mercado Modelo of Ica, which is recognized as a relevant commercial center for the local economy, faces challenges related to internal coordination, efficiency in its operations and the adoption of technologies, factors that limit its competitiveness in the face of new consumer trends. The variety of sectors that make it up (fruits and vegetables, toys, grocery products, footwear, clothing, and meat) requires the implementation of comprehensive management mechanisms, performance indicators, and formal communication channels to optimize the decision-making process.

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From the recent literature, the association between organizational learning and responsible innovation is presented as a key strategy to modernize conventional markets. As Hansen, Jensen, and Nguyen (2020) indicate, "some of the practices and characteristics of a learning organization not only facilitate responsible innovation, but are, by definition, responsible innovation" (p. 66). This link is especially significant in commercial contexts where interaction with customers and collaboration between different actors are common.

In addition, the design thinking approach has been integrated into organizational transformation processes with the aim of promoting innovation, improving the customer experience and changing the internal culture. Dunne (2018) notes that "design thinking provides both public and private organizations with a way to create innovative products and services that meet hidden needs" (p. 2). These practices, referred to in the context of the Model Market as "design thinking," offer tools to identify problems, prototype solutions, and institutionalize group learning.

Similarly, there is empirical evidence to support that the implementation of Senge's five disciplines can enhance self-directed learning and continuous improvement. Hutasuhut, Adruce, and Jonathan (2021) argue that "this study provides empirical evidence on how self-directed learning is fostered in an organization that applies all five disciplines" (p. 14). This type of learning, combined with a shared vision and systems thinking, strengthens the ability to adapt and the quality of decisions.

At the regional level, the updating of markets and small and medium-sized enterprises is closely related to the development of MSMEs, which are key to the generation of employment and production in Latin America. According to the Atlantic Council (2022), "SMEs make up 99.5% of companies in the region and 60% of employment" (p. 1). On the other hand, the OECD (2024) notes that "the 2024 report examines progress since 2019 in eight policy areas and presents important findings on SME growth" (p. 3). This information supports the urgency of establishing management models that integrate innovation, digitalization and organizational strengthening in local markets.

Therefore, the research problem is posed in a holistic way: despite its economic and social importance, the Ica Model Market does not have a management model that integrates learning, communication and processes with an intelligent organization approach. This lack manifests itself in operational inefficiencies, disjointed communication, and limited use of data in decision-making, making it difficult to respond to variations in demand, regulations, and the digitization of commerce. This study proposes the adoption of the Intelligent Organization Model as a strategy to improve internal processes, institutionalize learning, and strengthen coordination across sectors, using methodologies such as design thinking to find solutions.

### **Justification**

The current research is based on the need to offer the Ica Model Market a comprehensive management model that unites organizational learning, process efficiency and data-based decision-making, within an environment characterized by the diversity of sectors (fruits and vegetables, toys, groceries, footwear, clothing and meat) and the changing nature of commerce. From a theoretical perspective, this study is based on the idea that organizational effectiveness is related to the ability to institutionalize routines of continuous improvement and to promote a culture of "learning to learn", as mentioned in the concept of intelligent organization. Hansen, Jensen, and Nguyen (2020) mention that "some of the practices and characteristics of a learning

organization not only favor responsible innovation, but, by definition, are responsible innovation" (p. 66), which reinforces the importance of combining learning, innovation, and social responsibility to achieve sustainable competitiveness.

From a practical perspective, the proposal focuses on the shortcomings identified in internal coordination, standardization of processes, and the use of reliable information for decision-making. The adoption of design thinking is presented as an appropriate method to detect problems, create solution prototypes and get the commitment of internal actors. As Dunne (2018) indicates, "design thinking offers organizations in both the public and private sectors a way to develop innovative products and services that meet non-explicit needs" (p. 2), which coincides with the objective of improving the quality of services and optimizing the customer experience in the Ica Model Market.

At the organizational level, empirical evidence supports that the implementation of Senge's five disciplines—shared vision, personal mastery, mental models, team learning, and systems thinking—promotes self-directed learning and continuous improvement. Hutasuht, Adruce, and Jonathan (2021) state that "this study provides empirical evidence on how self-directed learning is fostered in an organization that applies all five disciplines" (p. 14). In the case study, these practices facilitate the alignment of internal communication, the formalization of essential information flows, and the connection of decision-making with quantifiable objectives.

The proposal also addresses the challenges faced by SMEs in Latin America in their digitalization and modernization process, since today, digital transformation has become a fundamental aspect to maintain competitiveness. Espina-Romero, Chafloque-Céspedes, Izaguirre Olmedo, Albarran Taype, and Ochoa-Díaz (2025) determine that "the findings show that digital skills exert a direct and notable effect on digital transformation, being the main driver of this change" (p. 1). Similarly, Martínez-Peláez et al. (2024) argue that "a successful digital transformation needs several essential elements, including customer focus, level of digital maturity, technological infrastructure, organizational culture, and overall strategy" (p. 1). These visions support the incorporation of aspects of digital literacy and control systems within the suggested model, with the aim of moving from reactive decision-making to well-informed and strategic decisions.

In conclusion, the methodological contribution of this research lies in offering a model that can be replicated in other traditional markets, based on an exhaustive organizational analysis, implementation strategies that adapt to the characteristics of the context and a set of indicators for monitoring. This approach aims to establish a culture of continuous improvement and efficient management that respects the socio-cultural identity of the market, while improving its levels of quality, competitiveness and sustainability.

## **Research Objectives**

### **General Objective**

To determine the influence of the implementation of the intelligent organization model on the improvement of organizational development in the Ica Model Market during the period 2024-2025.

### **Specific Objectives**

- To establish the influence of the implementation of the intelligent organization model on the efficiency of organizational development processes in the Ica Model Market.
- To analyze the influence of the implementation of the intelligent organization model on the monitoring and reuse of resources in the organizational development of the Ica Model Market.

### **Hypothesis**

#### **General hypothesis**

The Implementation of the Intelligent Organization Model to Optimize Organizational Development in the Ica Market, 2024-2025.

#### **Specific Hypotheses**

- The implementation of an intelligent organization model significantly improves the efficiency of organizational development processes in the Ica Model Market.
- The application of an intelligent organization model significantly improves the monitoring and reuse of organizational development in the Ica Model Market.

### **Methodology**

#### **Focus, type and level of research**

#### **Research Approach**

The research approach is quantitative because it will be aimed at measuring the variables through the use of two questionnaires applied to collaborators who occupy specific jobs within the sectors specified in the stratified sample.

According to López & Sandoval (2016) indicates that "quantitative research is based on much more structured techniques, since it seeks the measurement of previously established variables", for this reason a questionnaire structured according to the proposed dimensions and defined in a set of closed questions is used as an instrument. (López & Sandoval, 2016).

#### **Type of Research**

The research project will use the application study, because the application of the intelligent organization model will be developed in the dimensions proposed by the model and the causal correlation of the statistical analysis of the SPSS – 27, among the ten proposed sectors.

According to Rivero (2013), applied research "is characterized by the fact that it starts from a theoretical framework and remains within it; with the aim of modifying existing theories". The author Bermúdez (2013) indicates that in this type of research its main objective is "to obtain a more complete knowledge of the subject matter of study and not a practical application of it". (Bermúdez & Rodríguez, 2013) (Rivero, 2013).

#### **Research Level**

It will use an explanatory descriptive research study, because it will study how the application of the intelligent organization model affects an analysis of organizational development improvement. According to Arias (2015), he mentions that, in descriptive studies, "most

descriptive studies are classified as cross-sectional since the measurement of the event under study (response, outcome or dependent variable) is simultaneous with the measurement of independent or exposure variables, unlike longitudinal studies where the measurement of exposure and the event occur at different times." (Arias, 2015)

According to Canales & Ríos (2018) details that explanatory level research "is much more complex than descriptive research and presupposes a higher level of knowledge on the part of the researcher. That is, a descriptive research has an exploratory, descriptive and correlational degree." (Canales & Ríos, 2018).

## **Research Method and Design**

### **Research Method**

The method of this research is the hypothetical-deductive method. According to Rodríguez Jiménez & Pérez Jacinto (2017). "In this method, the hypotheses are starting points for new deductions" In addition, the author Mejía (2013). "It expresses in the development of quantitative studies that highlight the use of rigorous quantitative measurement and analysis techniques of social reality. This model supports the proof of theory in the observation of social facts and in deduction. The hypothetical-deductive model has a logic that is defined by the following elements: theory → hypothesis → observation"

### **Research Design**

As for the design of the research, it was considered non-experimental transactional, because it will be evaluated in a period of five weeks. According to Gómez & Prado (2015) in reference to the author Hernández, Fernández and Baptista (2006) point out that "non-experimental studies are carried out without deliberate manipulation of the variables, in which only the anomalies of their usual scenario are observed and then studied. On the other hand, the transactional characteristic was due to the application of the structured questionnaire in a single time cut." (Gómez & Prado, 2015)

## **Population and Sample of the Research**

### **Population**

The author Ramos (2015) defines the population or universe as "the set of all the individuals of interest for research, which arises directly from the objectives set". (Ramos, 2015)

The population that was taken as a reference are merchants of the Model Market of Ica in the sectors of: fruits and vegetables; toy store; groceries; footwear; clothes and meat. In this stage of investigation, the 51 fruit and vegetable merchants are involved; 28 toy store merchants; 52 grocery merchants; 52 shoe merchants; 72 merchants in the Clothing sector; and 54 meat merchants.

### **Sample**

The sample is of the probabilistic type of the stratified type. The author Iglesias (2017) indicates that it consists of "subdividing the population into more homogeneous subgroups or strata, from which simple random samples are taken from each of these strata". (Iglesias, 2017). The sample size was determined with traders in the following sectors: (1) Fruits and vegetables; (2) Toy store; (3) Groceries; (4) Footwear; (5) Clothing; (6) Meats, according to the following formula.

$$n \approx \frac{\sum_{i=1}^L N_i \sigma_i^2}{ND + \frac{1}{N} \sum_{i=1}^L N_i \sigma_i^2} \quad y \quad D = \frac{B^2}{4}$$

Where:

**n** = sample size of the total strata;

**N<sub>i</sub>** = # of items in the the nth stratum;

**σ<sup>2</sup>** = Varianza poblacional;

**D** = % accuracy; **N** = Total elements;

**B** = Error (0.05);

**P** = Positive variability;

**(1-p)** = Negative variability;

When population variance is unknown,  $\sigma^2 = p(1-p)$  resulting in 0.25 and where  $D = 0.000625$

$$n = \frac{\sum (51 * 0.25) + (28 * 0.25) + (52 * 0.25) + (52 * 0.25) + (72 * 0.25) + (54 * 0.25)}{(309 * 0.000625) + \frac{77.25}{309}}$$

n = 174 merchants

Subsequently, the sample size by strata was calculated as follows:

$$n_i = n \left( \frac{N_i}{N} \right)$$

Where:

**n** = # of the sample.; **n<sub>i</sub>** = Sample for each stratum; **N** = # of elements of the strata under study;

**N<sub>i</sub>** = # of elements of the th stratum.

| Traders by Sector     | Population | Stratum  |
|-----------------------|------------|--|
| Fruits and vegetables | 51         | $N_1 \approx 174 \left( \frac{51}{309} \right) = 29$ |
| Toy store             | 28         | $N_2 \approx 174 \left( \frac{28}{309} \right) = 16$ |

|           |     |   |
|-----------|-----|---|
| Groceries | 52  | $N3 \approx 174\left(\frac{52}{309}\right)_{=29}$ |
| Footwear  | 52  | $N4 \approx 174\left(\frac{52}{309}\right)_{=29}$ |
| Clothes   | 72  | $N5 \approx 174\left(\frac{72}{309}\right)_{=41}$ |
| Meats     | 54  | $N6 \approx 174\left(\frac{54}{309}\right)_{=30}$ |
| Total     | 309 | 174   |

Table 1: Population and Strata

**Source:** Own elaboration

## Results

In order to develop and demonstrate the objectives of the research, two questionnaires were applied to collect information on the application of the intelligent organization model and on organizational development; these instruments are structured in Likert scales, with response alternatives: Excellent, Good, Sufficient, Insufficient, Deficient, to which values from 1 to 5 were assigned. The results are presented below, depending on the objectives of the research.

### Descriptive Analysis

#### A. Analysis of the Application of the Intelligent Organization Model

|       |              | Frequency | Percentage | Valid percentage | Cumulative percentage |
|-------|--------------|-----------|------------|------------------|-----------------------|
| Valid | Deficient    | 11        | 6,3        | 6,3              | 6,3                   |
|       | Insufficient | 15        | 8,6        | 8,6              | 14,9                  |
|       | Enough       | 78        | 44,8       | 44,8             | 59,8                  |
|       | Well         | 48        | 27,6       | 27,6             | 87,4                  |
|       | Excellent    | 22        | 12,6       | 12,6             | 100,0                 |
|       | Total        | 174       | 100,0      | 100,0            |                       |

Table 2: Analysis of the Market Situation and Identification of Opportunities and Threats.

**Source:** Questionnaire applied to traders of the Model Market of Ica

With respect to the fact that the market situation is analyzed, identifying opportunities and threats, 44.8% consider it sufficient that the Ica Model Market is an area where opportunities for business growth are constantly generated, while 14.9% consider that there are external threats that prevent exponential growth, this because there are political factors, problems of insecurity, and natural phenomena that have prevented improving growth opportunities in the merchants of the Mercado Modelo de Ica.

|       |              | Frequency | Percentage | Valid percentage | Cumulative percentage |
|-------|--------------|-----------|------------|------------------|-----------------------|
| Valid | Deficient    | 5         | 2,9        | 2,9              | 2,9                   |
|       | Insufficient | 21        | 12,1       | 12,1             | 14,9                  |
|       | Enough       | 77        | 44,3       | 44,3             | 59,2                  |
|       | Well         | 47        | 27,0       | 27,0             | 86,2                  |
|       | Excellent    | 24        | 13,8       | 13,8             | 100,0                 |
|       | Total        | 174       | 100,0      | 100,0            |                       |

Table 3:

Analysis of the profile of current customers and their sensitivity to the different purchasing factors.

**Source:** Questionnaire applied to traders of the Model Market of Ica

44.3% of the interviewees consider that it is enough under their experience to analyze the profile of the customers before making the sale, so that they become potential customers in the future, generating a higher return for the sales made. The characteristic that is perceived in customers is satisfaction with the different strategies provided by merchants such as what is literally called "Yapa"

|       |              | Frequency | Percentage | Valid percentage | Cumulative percentage |
|-------|--------------|-----------|------------|------------------|-----------------------|
| Valid | Deficient    | 11        | 6,3        | 6,3              | 6,3                   |
|       | Insufficient | 20        | 11,5       | 11,5             | 17,8                  |
|       | Enough       | 58        | 33,3       | 33,3             | 51,1                  |
|       | Well         | 69        | 39,7       | 39,7             | 90,8                  |
|       | Excellent    | 16        | 9,2        | 9,2              | 100,0                 |
|       | Total        | 174       | 100,0      | 100,0            |                       |

Table 4:

Competitor analysis to identify factors of preference for competitors.

**Source:** Questionnaire applied to traders of the Model Market of Ica

39.7% consider that it is a good strategy to evaluate the competition as a key factor to anticipate the promotion processes and keep captive the market niches that each merchant has obtained in their business life. This will allow us to improve sales strategies and respond to changing environments.

|       |              | Frequency | Percentage | Valid percentage | Cumulative percentage |
|-------|--------------|-----------|------------|------------------|-----------------------|
| Valid | Deficient    | 6         | 3,4        | 3,4              | 3,4                   |
|       | Insufficient | 13        | 7,5        | 7,5              | 10,9                  |
|       | Enough       | 55        | 31,6       | 31,6             | 42,5                  |
|       | Well         | 66        | 37,9       | 37,9             | 80,5                  |

|  |           |     |       |       |       |
|--|-----------|-----|-------|-------|-------|
|  | Excellent | 34  | 19,5  | 19,5  | 100,0 |
|  | Total     | 174 | 100,0 | 100,0 |       |

Table 5.

Establishment of company values.

**Source:** Questionnaire applied to merchants of the Model Market of Ica.

Values are also part of the business philosophy, so 37.9% consider that it is good for businesses to have established values as a way for their workers to identify with the business. Among the values that are recommended for the businesses that exist in the Ica Market are: Innovation, Honesty, Creativity and responsibility, concern for customers and respect for the environment.

|       |              | Frequency | Percentage | Valid percentage | Cumulative percentage |
|-------|--------------|-----------|------------|------------------|-----------------------|
| Valid | Deficient    | 13        | 7,5        | 7,5              | 7,5                   |
|       | Insufficient | 13        | 7,5        | 7,5              | 14,9                  |
|       | Enough       | 58        | 33,3       | 33,3             | 48,3                  |
|       | Well         | 61        | 35,1       | 35,1             | 83,3                  |
|       | Excellent    | 29        | 16,7       | 16,7             | 100,0                 |
|       | Total        | 174       | 100,0      | 100,0            |                       |

Table 6.

Level of implementation of policies and strategies.

**Source:** Questionnaire applied to merchants of the Model Market of Ica.

Currently, according to what is perceived, there are no policies and strategies defined as primary factors that allow them to project themselves in their businesses, but 35.1% consider that it is good for merchants to develop policies from a commercial, quality and environmental approach, in addition to generating strategies from a financial and non-financial mystique.

|       |              | Frequency | Percentage | Valid percentage | Cumulative percentage |
|-------|--------------|-----------|------------|------------------|-----------------------|
| Valid | Deficient    | 8         | 4,6        | 4,6              | 4,6                   |
|       | Insufficient | 9         | 5,2        | 5,2              | 9,8                   |
|       | Enough       | 66        | 37,9       | 37,9             | 47,7                  |
|       | Well         | 56        | 32,2       | 32,2             | 79,9                  |
|       | Excellent    | 35        | 20,1       | 20,1             | 100,0                 |
|       | Total        | 174       | 100,0      | 100,0            |                       |

Table 7.

Incorporation of modern strategic management tools.

**Source:** Questionnaire applied to merchants of the Model Market of Ica.

Globalization has allowed today there to be virtual markets and shopping centers that are managed from a standard business model, so 20% of merchants consider that it is necessary to incorporate business management tools to be able to compete with much more organized investments.

|       |              | Frequency | Percentage | Valid percentage | Cumulative percentage |
|-------|--------------|-----------|------------|------------------|-----------------------|
| Valid | Deficient    | 4         | 2,3        | 2,3              | 2,3                   |
|       | Insufficient | 17        | 9,8        | 9,8              | 12,1                  |
|       | Enough       | 65        | 37,4       | 37,4             | 49,4                  |
|       | Well         | 61        | 35,1       | 35,1             | 84,5                  |
|       | Excellent    | 27        | 15,5       | 15,5             | 100,0                 |
|       | Total        | 174       | 100,0      | 100,0            |                       |

Table 8.

Knowledge of customer needs and preferences.

**Source:** Questionnaire applied to merchants of the Model Market of Ica.

It is necessary for every business to know the needs and preferences of customers as a key factor to maintain its growing market niche, which is why 35.1% of merchants practice it on a daily basis when making each sale.

|       |              | Frequency | Percentage | Valid percentage | Cumulative percentage |
|-------|--------------|-----------|------------|------------------|-----------------------|
| Valid | Deficient    | 8         | 4,6        | 4,6              | 4,6                   |
|       | Insufficient | 5         | 2,9        | 2,9              | 7,5                   |
|       | Enough       | 55        | 31,6       | 31,6             | 39,1                  |
|       | Well         | 75        | 43,1       | 43,1             | 82,2                  |
|       | Excellent    | 31        | 17,8       | 17,8             | 100,0                 |
|       | Total        | 174       | 100,0      | 100,0            |                       |

Table 9. Communication of the Product Offer.

**Source:** Questionnaire applied to merchants of the Model Market of Ica.

43.1% consider that the current mechanisms of offering products are good, being mainly the radio, local newspapers the main elements to communicate products to their customers. It is recommended that to expand their communication and communication strategy, merchants generate their own catalogs of offers.

|       |           | Frequency | Percentage | Valid percentage | Cumulative percentage |
|-------|-----------|-----------|------------|------------------|-----------------------|
| Valid | Deficient | 8         | 4,6        | 4,6              | 4,6                   |

|  |              |     |       |       |       |
|--|--------------|-----|-------|-------|-------|
|  | Insufficient | 12  | 6,9   | 6,9   | 11,5  |
|  | Enough       | 37  | 21,3  | 21,3  | 32,8  |
|  | Well         | 79  | 45,4  | 45,4  | 78,2  |
|  | Excellent    | 38  | 21,8  | 21,8  | 100,0 |
|  | Total        | 174 | 100,0 | 100,0 |       |

Table 10.

Procedure for dealing with customer complaints.

**Source:** Questionnaire applied to merchants of the Model Market of Ica.

Currently, the Model Market of Ica does not have elements such as complaint books or complaint records, but 45.4% of the interviewees consider it as a good procedure to implement.

### B. Organizational Development Assessment

|       |               | Frequency | Percentage | Valid percentage | Cumulative percentage |
|-------|---------------|-----------|------------|------------------|-----------------------|
| Valid | Never         | 22        | 12,6       | 12,6             | 12,6                  |
|       | Almost never  | 9         | 5,2        | 5,2              | 17,8                  |
|       | Sometimes     | 81        | 46,6       | 46,6             | 64,4                  |
|       | Almost always | 43        | 24,7       | 24,7             | 89,1                  |
|       | Always        | 19        | 10,9       | 10,9             | 100,0                 |
|       | Total         | 174       | 100,0      | 100,0            |                       |

Table 11. Teamwork.

**Source:** Questionnaire applied to merchants of the Model Market of Ica.

The question is analyzed if, knowing the information available, teamwork can be organized, 24.7% almost always do it.

|       |               | Frequency | Percentage | Valid percentage | Cumulative percentage |
|-------|---------------|-----------|------------|------------------|-----------------------|
| Valid | Never         | 9         | 5,2        | 5,2              | 5,2                   |
|       | Almost never  | 28        | 16,1       | 16,1             | 21,3                  |
|       | Sometimes     | 64        | 36,8       | 36,8             | 58,0                  |
|       | Almost always | 48        | 27,6       | 27,6             | 85,6                  |
|       | Always        | 25        | 14,4       | 14,4             | 100,0                 |
|       | Total         | 174       | 100,0      | 100,0            |                       |

## Analysis for decision-making

**Source:** Questionnaire applied to merchants of the Model Market of Ica.

Merchants do analyze the information to solve a problem after studying for decision-making, considering the 27.6% of merchants who almost always perform an analysis.

|       |               | Frequency | Percentage | Valid percentage | Cumulative percentage |
|-------|---------------|-----------|------------|------------------|-----------------------|
| Valid | Never         | 3         | 1,7        | 1,7              | 1,7                   |
|       | Almost never  | 20        | 11,5       | 11,5             | 13,2                  |
|       | Sometimes     | 47        | 27,0       | 27,0             | 40,2                  |
|       | Almost always | 68        | 39,1       | 39,1             | 79,3                  |
|       | Always        | 36        | 20,7       | 20,7             | 100,0                 |
|       | Total         | 174       | 100,0      | 100,0            |                       |

Table 13.

## Existence of a leader or person in charge

**Source:** Questionnaire applied to merchants of the Model Market of Ica.

The question analyzes whether it is necessary to have a leader or person responsible to guide you and exercise their decision-making power, 39.08% indicate that it is the owner who almost always performs this function.

|       |               | Frequency | Percentage | Valid percentage | Cumulative percentage |
|-------|---------------|-----------|------------|------------------|-----------------------|
| Valid | Never         | 1         | ,6         | ,6               | ,6                    |
|       | Almost never  | 17        | 9,8        | 9,8              | 10,3                  |
|       | Sometimes     | 53        | 30,5       | 30,5             | 40,8                  |
|       | Almost always | 63        | 36,2       | 36,2             | 77,0                  |
|       | Always        | 40        | 23,0       | 23,0             | 100,0                 |
|       | Total         | 174       | 100,0      | 100,0            |                       |

Table 14.

## Proposal of alternative solutions.

**Source:** Questionnaire applied to merchants of the Model Market of Ica.

In the question analyzed, when a problem arises in their business, alternative solutions are proposed, 36.21% answered almost always, 30.46% sometimes, 22.99% always, 9.7% almost

never and 0.57% never.

|       |               | Frequency | Percentage | Valid percentage | Cumulative percentage |
|-------|---------------|-----------|------------|------------------|-----------------------|
| Valid | Never         | 5         | 2,9        | 2,9              | 2,9                   |
|       | Almost never  | 12        | 6,9        | 6,9              | 9,8                   |
|       | Sometimes     | 63        | 36,2       | 36,2             | 46,0                  |
|       | Almost always | 65        | 37,4       | 37,4             | 83,3                  |
|       | Always        | 29        | 16,7       | 16,7             | 100,0                 |
|       | Total         | 174       | 100,0      | 100,0            |                       |

Table 15. Feasibility of Labour Management.

**Source:** Questionnaire applied to merchants of the Model Market of Ica.

In the question it is analyzed, Do you delegate functions to other collaborators, so that labor management is viable, 37.36% almost always, 36.21% sometimes, 16.67%, 6.90% almost never and 2.87 never.

|       |               | Frequency | Percentage | Valid percentage | Cumulative percentage |
|-------|---------------|-----------|------------|------------------|-----------------------|
| Valid | Never         | 1         | ,6         | ,6               | ,6                    |
|       | Almost never  | 14        | 8,0        | 8,0              | 8,6                   |
|       | Sometimes     | 67        | 38,5       | 38,5             | 47,1                  |
|       | Almost always | 52        | 29,9       | 29,9             | 77,0                  |
|       | Always        | 40        | 23,0       | 23,0             | 100,0                 |
|       | Total         | 174       | 100,0      | 100,0            |                       |

Table 16.

Responsibility for their work, is attended to by other collaborators

**Source:** Questionnaire applied to merchants of the Model Market of Ica.

In the question analyzed, the responsibility of their work is attended by other collaborators, indicates that 38.51% sometimes, 29.89% almost always, 22.99% always 8.05% almost never and 0.57% answered never.

|       |               | Frequency | Percentage | Valid percentage | Cumulative percentage |
|-------|---------------|-----------|------------|------------------|-----------------------|
| Valid | Never         | 4         | 2,3        | 2,3              | 2,3                   |
|       | Almost never  | 11        | 6,3        | 6,3              | 8,6                   |
|       | Sometimes     | 53        | 30,5       | 30,5             | 39,1                  |
|       | Almost always | 80        | 46,0       | 46,0             | 85,1                  |

|  |        |     |       |       |       |
|--|--------|-----|-------|-------|-------|
|  | Always | 26  | 14,9  | 14,9  | 100,0 |
|  | Total  | 174 | 100,0 | 100,0 |       |

Table 17.

Application of training in your business

**Source:** Questionnaire applied to merchants of the Model Market of Ica.

In the question it is analyzed, the training received has been applied in your business, 45.98% almost always, discuss and analyze what was learned in the trainings provided by the owner or administrator of the business.

|       |               | Frequency | Percentage | Valid percentage | Cumulative percentage |
|-------|---------------|-----------|------------|------------------|-----------------------|
| Valid | Never         | 2         | 1,1        | 1,1              | 1,1                   |
|       | Almost never  | 18        | 10,3       | 10,3             | 11,5                  |
|       | Sometimes     | 47        | 27,0       | 27,0             | 38,5                  |
|       | Almost always | 63        | 36,2       | 36,2             | 74,7                  |
|       | Always        | 44        | 25,3       | 25,3             | 100,0                 |
|       | Total         | 174       | 100,0      | 100,0            |                       |

Table 18.

Documentary training system in your business

**Source:** Questionnaire applied to merchants of the Model Market of Ica.

10.3% of merchants almost never document training and if they do, they document it in a workbook, without evidence.

|       |               | Frequency | Percentage | Valid percentage | Cumulative percentage |
|-------|---------------|-----------|------------|------------------|-----------------------|
| Valid | Never         | 4         | 2,3        | 2,3              | 2,3                   |
|       | Almost never  | 13        | 7,5        | 7,5              | 9,8                   |
|       | Sometimes     | 64        | 36,8       | 36,8             | 46,6                  |
|       | Almost always | 61        | 35,1       | 35,1             | 81,6                  |
|       | Always        | 32        | 18,4       | 18,4             | 100,0                 |
|       | Total         | 174       | 100,0      | 100,0            |                       |

Table 19.

They resolve questions or concerns between owners and employees.

**Source:** Questionnaire applied to merchants of the Model Market of Ica.

In the question is absolved questions or concerns between the owners and collaborators, they indicated that 35.06% are almost always resolved in situ and a short minimum of time.

### Inferential analysis

|                                  |                    | MODEL<br>ORGAN.INT | VAR<br>DESO. ORG |
|----------------------------------|--------------------|--------------------|------------------|
| N                                |                    | 174                | 174              |
| Normal parameters <sup>a,b</sup> | Media              | 278,95             | 67,82            |
|                                  | Standard deviation | 47,440             | 12,458           |
| Maximum extreme differences      | Absolute           | ,079               | ,100             |
|                                  | Positive           | ,054               | ,078             |
|                                  | Negative           | -,079              | -,100            |
| Test statistician                |                    | ,079               | ,100             |
| Asymptotic sig. (bilateral)      |                    | ,009c              | ,000c            |

to. The test distribution is normal.

b. It is calculated from data.

c. Correction of Lilliefors' meaning.

Table 20. Kolmogorov-Smirnov Test For A Sample

We observe that the first variable is the following. It is  $0.09 > 0.05$  with which we determine that this variable is normal.

The second variable is  $0.00 < 0.05$ , so this variable is abnormal.

Consequently, non-parametric tests must be applied, in this case Spearman's Rho correlation coefficient.

### General Hypothesis

The implementation of the Intelligent Organization model significantly improves the Organizational development in the Ica Model Market.

| Correlations    |               |                         |                        |               |
|-----------------|---------------|-------------------------|------------------------|---------------|
|                 |               |                         | MODEL<br>ORGAN.<br>INT | VAR<br>DESORG |
| Rho de Spearman | MODEL. ORGAN. | Correlation coefficient | 1,000                  | ,809**        |
|                 |               | Sig. (bilateral)        | .                      | ,000          |
|                 |               | N                       | 174                    | 174           |

|  |            |                         |        |       |
|--|------------|-------------------------|--------|-------|
|  | VARDES.ORG | Correlation coefficient | ,809** | 1,000 |
|  |            | Sig. (bilateral)        | ,000   | .     |
|  |            | N                       | 174    | 174   |

\*\* . The correlation is significant at the 0.01 level (bilateral).

It is observed that the value of sig.  $0.00 < 0.05$ , so we conclude that the Intelligent Organization model does significantly improve the Organizational development in the Ica Model Market and by the correlation coefficient value obtained 0.809 we determine that the relationship is direct and very high.

### Specific Hypotheses

To. The implementation of an intelligent organization model significantly improves the efficiency of organizational development processes in the Ica Model Market.

| <b>Correlations</b> |                 |                         |                      |                 |
|---------------------|-----------------|-------------------------|----------------------|-----------------|
|                     |                 |                         | ORGANIZATIONAL MODEL | DIMEFICPROCESOS |
| Rho de Spearman     | MODEL. RGANIZ   | Correlation coefficient | 1,000                | ,793**          |
|                     |                 | Sig. (bilateral)        | .                    | ,000            |
|                     |                 | N                       | 174                  | 174             |
|                     | DIMEFICPROCESOS | Correlation coefficient | ,793**               | 1,000           |
|                     |                 | Sig. (bilateral)        | ,000                 | .               |
|                     |                 | N                       | 174                  | 174             |

\*\* . The correlation is significant at the 0.01 level (bilateral).

It is observed that the value of sig.  $0.00 < 0.05$ , so we conclude that the Intelligent Organization model does significantly improve efficiency in the processes of organizational development in the Ica Model Market and by the correlation coefficient value obtained 0.793 we determine that the relationship is direct and high.

B. The application of an intelligent organization model significantly improves the monitoring and reuse of organizational development in the Ica Model Market.

| <b>Correlations</b> |                      |                         |                      |              |
|---------------------|----------------------|-------------------------|----------------------|--------------|
|                     |                      |                         | ORGANIZATIONAL MODEL | DIMSEGYAPROV |
| Rho de Spearman     | ORGANIZATIONAL MODEL | Correlation coefficient | 1,000                | ,757**       |
|                     |                      | Sig. (bilateral)        | .                    | ,000         |
|                     |                      | N                       | 174                  | 174          |
|                     | DIMSEGYAPROV         | Correlation coefficient | ,757**               | 1,000        |
|                     |                      | Sig. (bilateral)        | ,000                 | .            |

|   |   |     |     |
|---|---|-----|-----|
|   | N | 174 | 174 |
| **. The correlation is significant at the 0.01 level (bilateral). |   |     |     |

It is observed that the value of sig.  $0.00 < 0.05$ , so we conclude that the Intelligent Organization model does significantly improve in the monitoring and reuse of organizational development in the Ica Model Market. and by the correlation coefficient value obtained 0.757 we determine that the relationship is direct and high.

## Discussion of Results

The intelligent organizational model is based on the development of five fundamental skills: holistic thinking, self-management, mental schemes, collective vision and collaborative learning. These areas enable organizations to properly manage knowledge, quickly identify market demands, and foster lasting innovative capabilities. In the case of the Ica Model Market, the results obtained show progress in the adoption of these skills, although there are still lags in their full use.

The development of the organization, understood as a structured process to increase both individual and group effectiveness, requires strong values, attitudes and relationships, as well as organizational environments that promote change (Falla, 2013). This perspective coincides with what was found in the study, where it was shown that between 25 and 54 merchants appreciate the value of collaborative work and a similar number (25 to 60) consider it vital to have a shared vision, but a higher level of strategic cohesion is still required. The comparison with the analysis of Falla (2013) suggests that, although in the Ica Market Model there is more solid evidence of the dimensions of the intelligent organizational model, its consolidation needs more orderly planning.

The connection between knowledge management and business performance, presented by Anzola (2007), is significant in this context. The author argues that the strategic direction of knowledge strengthens competitive advantages and improves the profitability of investments. According to this statement, the results of this study indicate that the merchants of the Ica Model Market value the need to have a strategic plan, a marketing plan, analysis of opportunities, profitability control and organizational manuals, elements that can technically support the profitability of their activities.

The results also coincide with what Miguel (2018) elaborated, who points out that organizational development is closely related to the ability of organizations to adapt and improve continuously. In this research, it was found that between 31 and 80 merchants positively value the dimensions of organizational development, which reflects a favorable inclination towards training, risk identification and improvement in conflict management. This type of organizational behavior aligns with what Hutasuhut, Aduce, and Jonathan (2021) describe as the ability to "foster self-directed learning in an organization that incorporates all five disciplines" (p. 14).

In addition, recent literature highlights that organizations that manage to combine their essential skills with innovation and digitalization practices have a greater chance of maintaining their competitiveness over time. Hansen, Jensen, and Nguyen (2020) mention that "some of the practices and traits of a learning organization are responsible innovation by definition" (p. 66), suggesting that the Ica Model Market could improve its position by incorporating systematic innovation processes into its day-to-day operation.

In practical terms, the findings of this study show that there is significant organizational capital that, if managed properly, could result in noticeable improvements in productivity, service quality, and customer satisfaction. However, to realize this potential, it is crucial to establish continuous mechanisms of feedback, evaluation of results and adjustment of strategies, so that the skills of the intelligent organization do not remain in an isolated effort, but are integrated as a fundamental part of the organizational DNA of the Ica Model Market.

In summary, the findings indicate that the Ica Model Market has great potential to become an intelligent entity, as long as its fundamental capabilities are deliberately strengthened and management practices focused on continuous learning and innovation are implemented. The information suggests that future strategies should focus on developing a common vision among all participants, improving collaborative work, applying knowledge management tools, and gradually adopting digital technologies for data-driven decisions. It is also advisable to create a formal monitoring and evaluation system that allows progress to be measured on a regular basis in each aspect of the model, which will help identify critical areas for improvement and replicate practices that have already been successful. These actions will not only help increase the competitiveness and sustainability of the market, but will also make it a model for other traditional businesses that seek to adjust to the challenges of the global environment.

## **Conclusions**

The study carried out through the implementation of the intelligent organization model in the Ica Market Model allows us to affirm that this tool acts as a complete and effective strategy to improve internal administration, strengthen collaboration between different sectors and cultivate an organizational culture that focuses on constant learning, innovation and adaptation to changes. The five essential competencies – systemic understanding, self-management, mental schemes, common vision and group learning – were found to be significant in optimizing knowledge management, anticipating market demands and promoting creativity in problem solving.

The findings indicate that aspects such as collaborative work and the common vision have progressed significantly, which is reflected in the willingness of merchants to collaborate and join forces towards shared goals. However, important differences were detected in the creation of more adaptable mental schemes and in the full incorporation of a systemic vision that coherently unites the actions of all those involved. This suggests that while there is a solid foundation for further progress, it is essential to continue awareness-raising, training and support initiatives that strengthen these aspects.

The inclusion of tools for knowledge management, strategic planning, profitability control, opportunity analysis and organizational manuals is established as a key element to support the effectiveness of investments and ensure the sustainability of the market in the long term. Evidence indicates that, by adopting these practices, Ica's Mercado Modelo not only improves its operational efficiency, but also expands its ability to adapt to regulatory changes, variations in demand, and growing consumer demands.

Likewise, the research reveals that merchants have a positive attitude towards constant training, identifying risks in the business, improving conflict management and optimizing customer service. This human and organizational capital translates into a strategic advantage that, if managed effectively, can lead to concrete improvements in productivity, quality of service, and customer loyalty. The reinforcement of these skills, together with the integration of digital skills,

will allow market players to move from reactive to proactive management, anticipating trends and taking advantage of opportunities that arise.

Another significant discovery is the ability of the model presented to be used in other traditional markets that have comparable characteristics, adjusting the tactics to each environment. This replication capability is especially useful in areas where markets are essential to the local economy, as adopting the model can help modernize their administration, increase their competitiveness, and create social benefits that are sustainable. In this context, the proposal is not only relevant to the specific case analyzed, but also provides important contributions to the field of organizational management in traditional business contexts.

In conclusion, it is determined that the success of the execution of an intelligent organization model is largely conditioned by the establishment of formal and continuous mechanisms for evaluation and feedback. These systems make it possible to monitor progress, evaluate the effect of actions and modify strategies appropriately, ensuring that the improvements achieved are maintained and evolve over time. Thus, the Model Market of Ica will be able to establish itself as a regional model in intelligent management, combining tradition and modernity, and supporting local economic development and the strengthening of social cohesion in its community.

### **Recommendations**

- Strengthening the core competencies of the intelligent organization model
- Establish continuous training programs aimed at merchants and administrative staff, focused on systems thinking, personal development and mental schemes.
- Organize workshops to create a shared vision and group work dynamics in order to solve problems collaboratively.
- Process standardization and knowledge management
- Write and communicate procedure manuals for each department in the market, ensuring that they are understood and used effectively.
- Create an information hub that allows quick access to data on sales, inventories, profitability, and market forecasts.
- Integration of digital and analytical tools
- Implement digital systems to control and track sales, inventories, and customer satisfaction.
- Instruct merchants in the use of data analysis platforms that support strategic and marketing decisions.
- Strategic planning and performance management
- Develop a participatory strategic plan that contains clear goals and specific deadlines, in line with the shared vision of the market.
- Establish key performance indicators (KPIs) to assess the productivity, quality of service, and profitability of each business unit.

- Fostering innovation and adapting to change
- Create regular spaces for innovation where merchants can present and test new ideas for products, services or processes.
- Foster a culture of "learning to learn" as a foundation for organizational adaptation.
- Continuous monitoring and feedback
- Form a change management committee that is responsible for evaluating progress in the dimensions of the intelligent organization model on a quarterly basis.

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