

Effects of organizational culture on behavior and the environment in the floricultural sector of the Bogotá savanna.

Efectos de la cultura organizacional en el comportamiento y el medio ambiente en las empresas del sector floricultor de la sabana de Bogotá

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ABSTRACT

The demands to conserve, mitigate and restore the environment, have been growing significantly in recent years, which has led companies in the flower sector, are committed to the premise that requires the social responsibility of organizations developing an ethical and intelligent management of the impacts generated by the organization in its human environment, The company today must be committed to minimize its negative impacts and maximize its positive impacts, working with internal and external partners to provide an increasingly better service to all, among others, investing large sums of money to comply with national and territorial environmental regulations; However, these investments were managed by them for a long time as costs that ultimately end up having an impact on business competitiveness.

The lack of a strong organizational culture, which allows the alignment of the company's strategic plan with those of its employees, has led to a lack of conscious and permanent participation of company leaders to counteract the environmental damage caused by the industrial waste of the companies they manage.

Key words: Organizational culture, environment, floricultural company and business competitiveness.

RESUMEN

Las exigencias para conservar, mitigar y restaurar el medioambiente, han venido creciendo de manera significativa durante los últimos años, lo cual ha originado que las empresas del sector floricultor, estén comprometidas con la premisa que exige la responsabilidad social de las organizaciones desarrollando una Gerencia ética e inteligente de los IMPACTOS que genera la organización en su entorno humano, social y natural, para el Desarrollo sostenible del conjunto de la sociedad, pues la empresa hoy en día se debe comprometer a minimizar sus impactos negativos y a maximizar sus impactos positivos, trabajando con socios internos y externos para dar un servicio cada vez mejor a todos, entre otras, invirtiendo grandes sumas de dinero en cumplir con la normatividad ambiental nacional y territorial; no obstante, dichas inversiones fueron manejadas por ellas, durante mucho tiempo como costos que al final terminan teniendo un impacto sobre la competitividad empresarial.

La falta de una cultura organizacional fuerte, que permitan alinear el plan estratégico de la empresa con las de sus colaboradores, ha ocasionado una falta de participación consciente y permanente de los líderes en las empresas para contrarrestar el daño medio ambiental, ocasionado por los mismos desechos industriales de las compañías que dirigen.

Palabras clave: Cultura organizacional, medio ambiente, empresa floricultora y competitividad empresarial.

1. introduction

According to a report by the Superintendence of Corporations (2017), the flower industry is characterized by its impact on the generation of 130,000 formal jobs (direct and indirect), the welfare generated by its more than 7,000 hectares of production and the generation of u\$1,312 million in exports in 2016. 312 million in exports in 2016. In 2016, Colombian flower production reached its highest figure in nine years, reaching 225,000 tons. between 2012 and 2016, the planted area of the Colombian flower sector increased by 18% and production for that period increased by 11%. Colombia continues to be the second largest exporter of flowers and the leading producer of carnations in

the world. 72% of the country's flower production is concentrated in Cundinamarca, followed by Antioquia with 27% and 1% in Risaralda, Caldas, Quindío, Boyacá and Valle del Cauca.

According to data provided by asocolflores for 2016, the main flower exporters worldwide produced US\$8,852 million, among which the Netherlands (37.1%), Colombia (15.2%) and Ecuador (9.6%) stand out. The level of importance of this economic sector and its implications in production processes and environmental impact led the Colombian anthropologist and physician Greta Friedemann (2008) to carry out a research study in which she conducted a study in which she found that the Colombian anthropologist and physician, Greta Friedemann (2008). She examines the ways in which the flower industry in Colombia couples two extremely different objectives: it reinforces the social class system of dominance, while promoting gender equality in the community and providing women workers with instruments to challenge the patriarchal power structure in the household. By analyzing the role of the people and the industry, as well as their interaction, she shows some of the ways in which flower cultivation is becoming a catalyst for cultural change in the region, both in direct and planned ways and in incidental ways. "pg. 124.

although studies in flower companies show great interest in the dynamics of power that affect the work environment and therefore the productivity of the organization, it is necessary to take a look at the environmental commitment that its actors require and even more so in such significant changes in the environment it is necessary to understand the events that occur within the organization, but it is essential to be attentive to those that occur in relation to the environment, the organizational system and its environment are a single ecosystem and if they are not combined in processes of an organizational culture that values and imparts rules to preserve the balance through its leaders, the company will be seriously affected, that is why the research will seek to approach the construction of the leader's reality and that of his collaborators in the chosen floricultural company, for this we will clarify the following question: what are the effects of the organizational culture on the behavior of its collaborators and the environment in the companies of the floricultural sector of the sabana de bogotá?

thus, the objective is to analyze the effects that the production process of the companies in the floricultural sector of the sabana de bogota cause on the environment and the organizational culture. the research proposed here will use the platform method which will be qualitative because it is a case study, the researchers will rely on participatory action research (pAR). the approach will be inductive since it will take the particular

case of the companies of the floriculture sector in the savannah of Bogota, so that in the light of the existing theory, a continuous improvement can be promoted within each organization.

The quantitative approach in this research will be carried out when it is necessary to demonstrate, through the analysis of results, the relationship between efficiency, productivity and profits, because there it should be seen how the conflicts derived from the struggle for power affect the work environment, productivity, which can be affected because they weaken the organizational culture causing non-compliance with the rules that directly harm the environment; to then evaluate the effects on the usefulness of the organization, have an adequate work environment and a correct application of environmental regulations.

The results of the research were presented in three moments, the first in the results of the previous research that inspires this new project, the second with the valuable contribution of environmental accounting that allows to conserve, mitigate and restore the environment from a scientific, regulatory and administrative point of view, and the third with the research proposal that will show the interest in articulating the academy with the business sector.

the purpose of the research is based on the effects of organizational culture on the behavior of its collaborators and the environment in the companies of the floricultural sector of the savannah of Bogota, in order to know the environmental management system and organizational culture that underlie the interior of the companies of the floricultural sector of the savannah of Bogota, to describe the impacts that the companies of the floricultural sector of the Bogotá savanna originate on the environment and its relation with the organizational culture, to analyze the effects that the productive process of the companies of the floricultural sector of the Bogotá savanna cause on the environment and the organizational culture.

the crisis of natural resources for garay (2013) "*natural resources are all the biotic or abiotic factors of nature that can be used by man to satisfy his needs.*"

According to Rodriguez (2002), these are: "*all components of the environment, renewable and non-renewable, that satisfy economic, social, spiritual, cultural and national defense needs, guaranteeing the equilibrium of ecosystems and the continuity of life on earth*".

natural resources can then be defined as all the physical and non-physical elements that nature supplies by itself, and from which human beings and all the other species that inhabit the earth benefit, being the exclusive responsibility and work of human beings their conservation, restoration, mitigation and rational use; a task that has not been accomplished, on the contrary, what has been seen especially in the last 150 years, is

the disproportionate use, negative impact, degradation and voracious depredation for various purposes, especially economic ones.

natural resources are a fundamental part for the permanence of humanity and for the subsistence of each of the ecosystems found on the planet, therefore, the generalized vision of the production of goods and services worldwide to generate wealth, must be thought from the model of sustainability, protection or conservation that implies the irrational, disproportionate and uncontrolled use of natural resources and the environment. the irrational use of these resources leads to problems such as the deterioration of the ozone layer, an increase in greenhouse gases, water, soil and atmospheric pollution, among others, which poses a serious risk to the preservation of human life and the conservation of fauna and flora species. the crisis of natural resources is considerable, making it necessary for each country to implement public policies aimed at generating strict regulations on issues of negative impacts on the environment, in order to create environmental awareness that will be of mutual benefit to nature and man. as jacobs (1991) says, *"environmental protection means making decisions about the kind of nature we want, and not leaving it, somehow, "as it is"*.

the economic development model was promoted after the second world war, it is a model that can be described as *"development, as a process that tends to the improvement of social and economic conditions for the total population"*, (díaz and solís (1997), or according to zerméño (2014), *"development as a long-term sustainable growth and change of an economic system of capitalist character, from the point of view of natural resources and the environment that adds the innovations that this perspective occurs from the economic point of view, in the productive structure, in the institutions, in technology, in politics and social relations; of real and permanent exchange as an objective of the economic policy of social and moral content that pursues the welfare, growth and realization of all people"*. o according to tomás, et.al (2003) development *"as an autonomous process of long-term growth based on its own resources (natural and environmental), which takes into account the flows of product, income and expenditure per inhabitant, expressed in terms of GDP, income and expenditure per capita, claimant of external relations, of macroeconomic firmness, of sustainability from the social point of view and of the action of governmental institutions that add to the system of prices and incentives the environmental costs and the "polluter pays" principle, making impossible the depletion of scarce natural resources caused by the action of markets and good sectoral policies"*.

Paraphrasing Escobar (2009), the development model that was installed in the world in the mid-20th century as the supposed model to follow was structuralist in nature, since it transformed the knowledge, concepts, processes and ways of thinking and acting of all those states that at the time presented: economic backwardness, productive predominance of the primary sector, collapse of their per capita income, exaggerated population increase, little industrial and service progress, obsolete production methods and insufficient public services.

Many of the assumptions of the development model were partially fulfilled, others were not, due to the different social and economic contexts presented, especially during the years between 1960 and 1990, which mutated to favor, among others, the greater impulse of the globalization process, the free market and the devastating consumption of natural resources for the production of goods and services in favor of powerful states and large transnational companies; and development came to be considered as a weapon of the globalization process.

Escobar (2009), warns that development conceives man as not tied to the territory or to the community; that it causes dissociation between nature and culture, conceives the economy away from the social and the natural and gives predominance to expert knowledge in supremacy of any other knowledge.

On the other hand, there are several criticisms of the capitalist or neoliberal development model, especially by economists belonging to the heterodox current who question growth based on the capacity of nature and its resources; from the beginning they foresaw the devastation of these resources and the gradual deterioration of the environment. Among the aspects that are most criticized and labeled as the foundations of the deformation of the purposes of "development", are the following:

- Development as a differentiating element between rich and poor countries, where the former are considered developed countries and the latter labeled as underdeveloped countries, with the only measurement requirements being per capita income and the growth rate in relative terms, which are difficult to achieve in order to become part of the elite group.
- The immobilization of the science and enlightenment of aboriginal peoples, subordinating their culture, their knowledge and undermining human plurality. Escobar (2009), the excessive interest in the growth and exploitation of natural resources to the detriment of underdeveloped countries, which has led to the extreme affectation of the

territory, the environment, the economic backwardness due to the exploitation and irrational use of natural resources, being mostly benefited from this activity the developed countries and within them the large transnational corporations.

- Disdain in the use of human, natural, institutional and cultural resources, Díaz and Solís (1997). The model is conceived as a closed procedure that privileges economic growth and does not take into account the inputs and outputs of natural resources and wastes (raw material - productive process - wastes to nature). To conceive and observe nature and its resources as infinite. Believing that the price and the resources offered by nature are tradable, when it is well known that the same raw material cannot always be bought in the market with the value received for its sale, especially if it is a scarce natural resource.
- Incentivizing material and individual well-being above any other purpose, giving excessive importance to the capacity of the market as a regulatory agent of the economy, considering it as an indicator of the inventory of a given product. (This is not the case with many of the biological and mineral species, which have been devastated to such an extent that, no matter how high their price may be, it is very difficult or impossible to maintain or recover them).
- The lack of clear criteria for the evaluation of externalities, which in the unrestrained or unlimited consumption of natural resources are ceded to society.

Bidaurratzaga, (2012), states that the participation of the Washington Consensus in the 80s and 90s of the twentieth century was decisive in setting economic policies, in stimulus, renewal and consolidation of neoliberal globalization, forcing developing countries to undergo a structural adjustment program with rigorous organic reforms and harsh austerity policies, whose application did not produce positive results and which, on the contrary, were the basis for serious social effects among the most vulnerable sectors of the population.

Bioeconomy, as a consequence of the numerous criticisms of the development model, in 1971 the concept of "Bioeconomy or ecological economy was presented by the Romanian economist Nicholas Georgescu-Roegen, through a process of articulation of economics, thermodynamics and biology, who describes the economic process, applying the second law of thermodynamics or the law of entropy which states that *"in every movement of energy, there is always a part of the energy that is degraded and lost for human use"*. In this context Georgescu states that since the human being is one of the biological species subject to the laws that govern existence, economics should be a branch of biology.

Alluding to Perez (2013), Some of the fundamental principles of ecological economics are:

- *Closing the cycles of matter. In nature, there is no concept of waste; the waste of some living beings always becomes food for others.*

- *Focus on local production and consumption.*

- *Acting from the collective. In the evolution of nature, cooperation has been more important than competition. We are interdependent beings.*

- *Promote the improvement of welfare and social equity.*

- *Use renewable resources and clean energy to avoid the destruction and contamination of ecosystems.*

- *Encourage the creation of transdisciplinary groups in order to understand the functioning of the economic reality.*

- *To promote equitable human development, communal goods, balanced local and regional progress, fair trade, equal access to knowledge, social rights, living wages, real agrarian reform and free access to water".*

Georgescu describes some elements of ecological economics that contrast with the objectives proposed by the concept of development, which have an important meaning for environmental accounting as theoretical foundations, and financially, as demanders of inputs whose costs must be reported, recognized and valued appropriately. These, according to Montesinos (2006) are:

- *Reduction of consumption.*

- *Management and administration of globalized resources by an international organization.*

- *The impossibility of nature's perpetual recycling.*

- *Ineffectiveness of the theory of value, (Value based on energy the prices of commodities correspond to their energy content).*

- *Fourth principle of thermodynamics. "During the use of materials, there is always a part that degrades and is impossible to recover, even with the most futuristic methods of recycling."*

- *Economic growth is not a means to solve economic problems.*

- *Economic growth is the main cause of the environmental problem.*

- *Progressive decrease of the population to the level that can be fed with organic farming resources.*

- *The advantages and implications of mechanization, its applications and costs*

- *Natural resources as a limiting factor.*

- *Prohibition of weapons of war.*
- *Encouraging international aid without exporting to developing countries lifestyles that are intolerable in rich countries.*
- *The 3R rule, as a strategy to reduce the consumption of resources and waste management and its reduction.*
- *Modify consumption habits.*
- *The production of long-lasting products, avoiding or eliminating those of high ecological cost.*
- *Work for a living.*

Several specialists are calling for the advent of an alternative economic paradigm that integrates a form of political and economic organization as opposed to the neoclassical paradigm, based especially on the gaps and weaknesses that this economic model presents in relation to nature and its resources. Some of the proponents of the new model base it on ecological economics, given the contributions and solutions it provides in favor of enabling the recognition of costs underlying economic development; others consider that although it is true that it has served to reveal the importance of social costs, it still does not have the epistemological foundation capable of overcoming the methodological structure of the neoclassical current or the theoretical foundation required to be considered as a new paradigm. Cortes R. (2007).

In 1987, the World Commission on the Environment, in the *Brundtland* Report, set forth the concept of "sustainable development". It recognizes the essential needs of the most limited generations adversely affected by the destruction of natural resources and examines the solidarity that must exist in order to make possible the existence of political, economic, social and ecological conditions that will meet the needs of the entire future world population.

Díaz and Solís (1997) point out that *Harlem Brundtland* in his report "Our Common Future" (1987) urgently requests reflection on the present moment of the planet threatened by environmental deterioration caused by industry and poverty, without subjecting the ecological argument exclusively to the depletion of resources, and invites us to act on the challenges present in global ecosystems and their capacity for absorption and regeneration.

Brundtland (1990), states that "Sustainable Development" is that type of development that is capable of meeting the needs of present generations without compromising the resources and possibilities of future generations.

In order to make possible the sustainability of the natural heritage, Escobar (2009) proposes the vision of good living, which implies another philosophy of life that is set forth in a declaration for Postdevelopment, according to which it is necessary to:

- *"To take it for granted that there is no state of underdevelopment to be overcome, nor one of development to be achieved.*
- *Moving the discussion from anthropocentrism to biocentrism and reinserting the economy into society and ecosystems (following ecological economics).*
- *To perceive a new development ethic that subordinates economic objectives to ecological criteria, human dignity and people's well-being.*
- *Articulate economy, environment, culture and society.*
- *Reclaiming the public, diversity and social and intergenerational justice as principles.*
- *Recognize cultural and gender differences.*
- *To make viable a new emphasis, including food sovereignty and control of natural resources.*
- *Have the political will to transform current structures and bring about the changes required for a positive social and environmental policy".*

Likewise, it can be asserted that despite all the plans and projects to modify the neoliberal development model, few changes have been made so far, as Pope Francis hinted during his visit to the city of Chiapas in Mexico.

In it, he reproached the way in which indigenous peoples have been dispossessed of their lands and pushed aside from society by individuals and institutions blinded by power, money and the laws of the market; he affirmed that they have been stripped of their culture and their lands contaminated, and therefore demanded to work for the protection of nature and natural resources. La Vanguardia (2016).

In the case of the South American countries as a whole, to date they have acted as dependents of the developed countries, they have also been their suppliers of raw materials and as buyers of finished products they leave the largest percentage of their surplus value in the hands of their customers; being taken as a premise by some who affirm: this is so because of their condition of development and especially the way the market was structured, which set favorable conditions of wealth for some and of dependence and disadvantage for the others.

In this context, if Latin American countries do not modify their dependence, it will be impossible for them to achieve the desired growth, and there are many circumstances and results that demonstrate this over time, despite the efforts made so far; They have not been able to make significant progress to achieve a structural change of the economic model, it has been very difficult to modify the conditions imposed by the development model, which makes them increasingly dependent, more indebted and poorer, largely due to the pressure of rich countries and international institutions, corruption of their rulers, implementation of erroneous policies, ungovernability, inability to exercise control, violence, injustice, illicit social practices and contrary to nature. Banco de la República (2015). Companies as entities independent of their partners, are considered open systems, so they interrelate in various ways with their physical, natural and environmental surroundings. The physical environment refers to the geographical location or the region where the company is located, which forces it to share economic, social, cultural, technological, political, legal and environmental aspects with other organizations.

According to Gómez Jenifer (2013) in his thesis: Organizational Culture for an environmental management committed to sustainability: A theoretical approach, it should be noted that despite the various conferences held on environmental issues, only until the 1990s did corporate environmental management become highly relevant and as part of the actions to achieve Sustainable Development (SD), environmental management systems were discussed. This led to the ISO 14000 standards, which address the issue of environmental management in organizations.

However, the SD promoted at the various summits has not sought to limit economic growth and the exploitation of nature; on the contrary, the objective has been to guarantee the sustainability of development in economic terms, bringing the exploitation of natural resources to "prudent" levels, since under sustainable development the environment is seen as an appendix, a resource to be managed in order to achieve not environmental sustainability but the sustainability of economic growth. Thus, accompanying the concept of development with the adjective sustainable, thus "adding" ecological concerns, has been done to the extent that it does not threaten the interests of economic agents, and insofar as it provides the necessary conditions for economic accumulation and the economic development of the most powerful regions to continue (Latouche, 2007).

Organizational culture in companies is characterized not only by their efficiency and productivity, but also by the people, groups and structures that make them up, hence the culture is influenced by the ideology of the leaders, the personalities of their

collaborators, their attitudes and beliefs, which turn these work spaces into true expressive and symbolic scenarios (1996; p.17). (1996; p.17).

For Humberto Serna, the concept of organizational culture "includes the values, beliefs and behaviors that are consolidated and shared during the life of the company. The leadership style at the top management level, the norms, procedures and general characteristics of the members of the company".

A concept of organizational culture that allows us to identify the relevance of the power exercised by the leader is the one elaborated by Luis Casado, when he defines it as "an element of group authority that regulates the work of the group through intellectual and social material influences" (1999; p.84).

In family businesses, the need to understand the power relationships that are exercised from the beginning of their creation is increasingly relevant, as these may be the cause of their durability or not, even more so with the current labor demands.

Now to recognize how the organizational culture plays a determining role in the exercise of power, we can see that by developing an expert power, the founder will obtain greater recognition and admiration from his collaborators, making them feel committed to his know-how, especially if they are part of his family, since the example drags, in the latest research has concluded that, If there is something that is recurrent in these Colombian businessmen is the need to professionalize their children, from the globalization process, they have become aware that one of the ways to face it is the training of their collaborators, because the more knowledge and appropriation of this in the family organization, the greater the possibility of enduring in a world that changes rapidly due to political decisions inside and outside the company and to technological innovation.

According to Rodríguez Darío (2005). The basic assumptions and beliefs shared by the members of an organization define the vision that the members of the organization have of it and its relations with the environment, which have been learned as answers to the problems of subsistence in the social, cultural and business environment from which they come; that is, the institutional values and policies determined by the management are disseminated throughout the organization, with the intention that these are internalized by the people and thus build commitment and organizational identity on the part of the employees. The research will seek to approach the construction of the leader's reality and that of his collaborators in the chosen flower company from this definition.

The strong organizational culture, which is structured with solid human management policies that allow aligning the strategic plan of the company with those of its collaborators, causes a conscious and permanent participation of the leaders in the companies to counteract the environmental damage, often caused by the same industrial waste of the companies they manage, giving scope to these sometimes irreparable

phenomena where it is known that the exogenous or external culture permeates the endogenous or internal, the vast majority of organizations live in cultural imbalance; that is to say, they do not apply an environmental management and feel the social pressure to guarantee a product that does not pollute and that complies with the norms established for such purpose.

It is clear that all companies, whether family or not, need competent and prepared personnel to assume all kinds of functions and tasks, for this reason, the type of power and the management that is given to this, makes organizational communication can be a determining factor of its productivity is the essence of the prevention and good use of environmental waste that the company produces.

It is inevitable to talk about power and not contemplate the economic, political and social aspect, which, in the case of any country, generates great influence in the endogenous culture of the company and even more so if it is of a family nature. The education and professionalism of the family members who have access to cultural environments loaded with values and beliefs, contribute to the organizational changes. This whole process of adaptation generates different perceptions that are subject to personal experiences and archetypes of their childhood, such as their parents, heroes, villains or people with authority, for example: educators, pedagogues, grandparents, etc. According to Motta, 1993, p. 137 "from the managerial point of view, the participative forms of management are born from the awareness that the influence to achieve business objectives depends on the adequate use of power and the solution of organizational conflicts". However, in family businesses conflict management is deficient, as it is in Colombian society, for years the different actors in the conflict show greater interest in acquiring or maintaining economic and political power. Therefore, the managerial ability to delegate is complex in a family business, since its members tend to do things by themselves and distrust people who are outside the family group, besides being more sensitive to delegate power to strangers. This leads to a tendency towards coercive power, where the possibility of participation in decision making is quite limited.

Establishing a communication based on clear principles of participation from a collective and not individual thinking, will help to establish personnel policies based on corporate values and strategic plans that are committed to corporate social responsibility, therefore, the influence of the owner of a family business, can significantly alter the productivity and efficiency of the organization, generating a tense and unmotivating climate for the staff.

The manager must learn to detect the type of influence he/she exerts on the organization's collaborators, reflecting on the type of power he/she establishes and its consequences.

For Motta, Roberto, 1993, p. 137: "In the contemporary world, the conditions of this environment have sharpened identities and contradictions in labor relations, created new environmental bases for the development of the theory of participation and validated the accentuated concern for management. These conditions are summarized in the following table:

1. Social bases of participation

CAUSE	CONSEQUENCE
Democratization of social relations	New command-subordination social relations.
Development of class consciousness and professional grouping about workers	Increased aggregation of interests
Increased educational level	New career aspirations
Speed of change	Faster decommissioning of established structures
Intensity of communication	Accentuation of mimicry and ideological pressures

Source: La ciencia y el arte de ser dirigente, Motta, Roberto, p. 138.

As for the democratization of relationships, it is evident that, both at school and at home, power relationships are becoming increasingly fragmented, the professional development of women and the autonomy demanded by their children are factors that affect the distribution of power previously held by the father. It is now very common to see women heads of household seeking to balance their power between work and household responsibilities.

The speed at which the environment, the economy and social issues are changing will undoubtedly affect the decision making of family leaders, it will be necessary to implement primary groups of people who work as a team, and demonstrate skills to respond in an agile and timely manner to the new demands of the market.

The intensity of communication and technological progress means that information does not remain at the highest level of the company, but is available to all employees immediately. This makes the manager's role more complex and forces him to know and

learn to function in virtual spaces, which require a better understanding and interaction with the environment.

Hierarchical companies will need to encourage their employees to learn new ways of doing their work and create a climate of negotiation that will lead the company to survive in more interactive communication processes, it can be assumed that their power will be diluted to the extent that they do not take control of this information.

2. Materials and Methods

The research proposed here will use the platform method, which will be qualitative because it is a case study, the researchers will rely on Participatory Action Research (PAR). The approach will be inductive since the particular case of the companies of the flower sector of the Sabana de Bogotá will be taken, so that in the light of the existing theory, a continuous improvement within each organization can be promoted.

The quantitative approach in this research will be carried out when it is necessary to demonstrate, through the analysis of results, the relationship between efficiency, productivity and profits, because there it should be seen how the conflicts derived from the struggle for power affect the work environment, productivity, decreasing profits, which can also be affected by the non-compliance with the rules that affect the environment; to then evaluate the effects that an adequate work environment and a correct application of environmental regulations have on the organization's profitability. The information obtained will be analyzed according to the ideal method for the social sciences, i.e., the Critical - hermeneutic method, which consists of establishing an open, horizontal and dialectical communication system that facilitates a critical view of the phenomena surrounding the object of study.

Stepwise Methodology

- Initial contact: Need, utilities and characteristics of the diagnosis.
- Examination of cultural artifacts: Printed company information: organization charts, slogans, official histories, creeds, awards, newspapers, magazines, propaganda documents and internal and external advertising.
- Analysis of environmental regulations: Local and national regulations applicable to the floriculture sector in the Sabana de Bogotá.
- Interviews to qualified informants: "Heroes and villains".
- Group interviews: Additional and complementary information.
- Meeting of the consulting team, with the participation of internal informants.

- Determination of hypotheses and of the main items of the organizational culture and of the effects of the production process on the environment: Elaborate hypotheses, i.e. assumptions of the cultural and environmental phenomena of the organization.
- **Group analysis of texts:** With the hypotheses, texts can be selected from work histories in which it is possible to detect the presence of certain cultural traits in the work group.
- **Elaboration of instruments:** Surveys, interviews, videos, etc.
- **Analysis of results:** presentation of results, e.g., graphs and tables.
- **Preparation and presentation of the report:** Results of the research scopes

3. Results

The expected achievements of this research are:

Companies diagnosed and strengthened in the floriculture sector in the relationship between Organizational Culture and environmental impacts.

The documents produced as a result of this research will be disseminated to the actors involved, both to the organizations of the floricultural sector of the Sabana de Bogotá, as well as to institutional organizations interested in the topic of organizational culture and impact on the environment, as well as to control agencies and the Universidad de La Salle.

4. Conclusions

Social Responsibility in an organization of the flower sector implies that it must act under the following premises:

- An impact management policy (MANAGEMENT)
- based on the measurement and permanent diagnosis of all the organization's processes (SCIENCE).
- that seeks continuous improvement of all products and impacts of the organization (QUALITY).
- to the greatest possible satisfaction of all parties interested in and affected by the existence of the organization (ETHICS).
- associating and dialoguing with all the necessary actors to achieve this purpose (PARTICIPATORY DEMOCRACY).

Flower companies manage functional hierarchical structures, which allows them to work from organizational standards, making them effective in their production processes, generally this type of structure generates the following characteristics:

- ✓ Absolute and total power.
- ✓ Little interest in the soft skills of their employees.
- ✓ Non-assertive communication.

- ✓ Conflicts and confrontations.
- ✓ Tense climate.
- ✓ Administrative attrition.

However, companies in the floriculture sector are interested in improving productivity conditions, and for this purpose they focus their attention on new learning practices that can generate soft skills in their collaborators, in order to strengthen the organizational culture, to reduce communication problems, power conflicts and teamwork difficulties. It is essential that family flower companies work to create a family council whose main objective is to achieve adequate communication mechanisms, where there is agreement between the family and the company. A strong organizational culture will be the vehicle that will allow everyone in the company to internalize the corporate values that will help to manage responsibly and consciously the effects of their work on the environment. Multicultural relations sometimes make the organizational climate feel tense and cultural behaviors and values are not understood in a rigid structure of top-down communication, built by norms and values that do not allow such varied expressions of its collaborators, consequently, it will be perceived as a weak organizational culture that needs to be professionally intervened. One of the most difficult reasons in the floricultural companies is to focus on developing more strategies to work on the bad climate and neglect the organizational culture, and although the climate is linked to productivity, culture is involved in everything the company does or produces, it is a mixture of unconscious and conscious aspects reflected in attitudes, values, symbols and behaviors.

After a year and a half of evaluating the soft skills of immediate bosses (agronomists), supervisors and operators of a flower company in the savannah of Bogota, it has been possible to establish that many of the communication problems are due to hierarchical conflicts and inadequate power management. This has caused problems in delegating and working as a team. In the selection process for the position of supervisor, there is a deficiency in the valuation of soft skills, since to exercise this position, not only technical competencies are required; it is essential the ability to lead teams, leadership, emotional intelligence, motivation and personnel development, self-control, since lacking these skills, supervisors tend to present organizational communication problems, affecting the work environment and consequently lowering the productivity level of their collaborators.

The area of human management has allowed to establish a link between the academy and the company in processes of training and development of personnel in soft skills, generating an awareness with supervisors in the management with their collaborators, a total of 257 people have been evaluated and trained in the flower company, located in the savannah of Bogota. This has been achieved by reducing conflict and establishing

an assertive organizational communication, which facilitated the adaptation of protection and personal care mechanisms in the collaborators of this company in times of such difficulty due to the world pandemic.

Therefore it can be concluded that the organizational culture is given by managers, directors and immediate bosses who with their ideologies, beliefs and ways of interpreting reality make it become rules and policies of behavior, so it should be taken into account that the culture is slower and more difficult to change in the short term, it can take several years, since it involves modifying or changing values, symbols, behaviors, the commitment is to work in a unified and well-planned way to achieve a pleasant working environment, which allows to respond to the objectives and organizational and personal goals.

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