Article

Procedure for Organizational Changes of a Commercial Fishing Company

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ABSTRACT

Aim: To establish a procedure for organizational changes of a company to improve the performance of Pescaisla Commercial Fishing Industry, in Isla de la Juventud, Cuba, in the 2015-2017 period.

Methods: Theoretical, empirical, and statistical methods and techniques were applied to develop the proposal of a procedure to conduct an organizational change and provide the necessary tools for its management.

Results: The procedure is a tool for the entity, which permits management of the change process, and dynamization of organizational performance as a whole. The theoretical background of organizational management centered on social and human aspects was systematized, along with technological and structural elements. **Conclusions:** This novel proposal is being developed for the first time in the company. It stems from the definition of managing team, as a first step to understand the dynamics of such management system.

Key words: performance; strategic management; management; process of change; fishing industry.

RESUMEN

Objetivo: Un procedimiento para el cambio organizacional con el fin de mejorar el desempeño de la Empresa Pesquera Industrial Pescaisla, Isla de la Juventud, Cuba, en el período 2015-2017.

Métodos: Se aplicaron métodos y técnicas del nivel teórico, empírico y estadísticos para la comprensión del desarrolló de la propuesta de un procedimiento para el cambio organizacional y las herramientas necesarias para su gestión.

Resultados: El procedimiento constituye una herramienta para la entidad, que permite gestionar el proceso de cambio y con ello dinamizar el desempeño organizacional como sistema integral. Se sistematizaron los referentes teóricos sobre la gestión organizacional centrada en el aspecto humano y social, de forma conjunta con los elementos tecnológicos y estructurales.

Conclusiones: La propuesta resulta novedosa y se desarrolla por primera vez en la entidad. Parte de la definición del grupo gestor como primer paso para comprender la dinámica de dicho sistema de gestión.

Palabras clave: desempeño; dirección estratégica; gestión; proceso de cambio; industria pesquera.

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INTRODUCTION

Currently, humanity is subject to permanent changes, as skills and abilities fail to guarantee company survival in the mid and long terms. It means that organizations, in general, and companies, particularly, should make changes to respond to this context adequately, in face of greater productivity demands at high costs. Additionally, the

conditions of the environment play a critical role in political agendas (Bolaño, Alfonso, Pérez, and Arias, 2014).

According to Pérez (2016), the ideal policy is to have a management with solid strategic thinking, and a planning mind, supplemented with proper conditions to lead satisfactory plan implementation. It is necessary to have integrated management that considers every organizational process permanently, especially the recognition and utilization of the most important asset of organizations: human resources and their knowledge.

The new company executive should have broad knowledge and skills to adapt to changes in management, be capable of coping with knowledge in performance spaces, and accomplish understanding and acceptation by multinational human teams. Likewise, executives should know the ways to behave in a world of constant uncertainty, in which professional relations and relations with customers have become transient. To succeed in this, the leader/executive must face relentless changes taking place in the profession, industry, and broad and diverse markets in which they operate (García, Del Carmen, and Colunga, 2016).

The capacity to deal with these changing contexts is a key variable in organizational success. The main challenge in current management practice is prediction of such changes in a way that allows executives to anticipate and adapt to the environment. One of the alternatives of executives to achieve this purpose is the implementation of a management system with a strategic approach to get a competitive position (Comas, Nogueira, Romero, and Lumpuy, 2015; Espino, 2014).

Today, the economic situation is pressing Cuban companies to adopt and carry out new development and marketing models of production, which will allow them to hold a position in the national and international markets. However, starting new functional and/or productive projects also demands an arrangement of knowledge management, in order to make up for capacities that promote a viable existence within the context of the Cuban economic model update, as a social-productive model in which man is the fruit of the model (Núñez, 2014).

In recent years, scholars and professionals have raised concerns about keeping high productivity and cost-effectiveness indexes in several organizations. Performance has

become a concept that summarizes work practices and styles needed by these organizations to operate efficiently and effectively.

These issues reveal the absence of integrated management, and suggest the need to examine the current manner in which the entity projects itself. It is important to consider the organization as a complex system, through comprehensive assessment of all its components, links, and relationships, and its integration to the environment. All this must be done permanently, following a holistic perspective of all the process in the organization.

This study was conducted at Pescaisla Industrial Fishing Company, which was based on document review and interviews to executives and employees. Despite the positive company performance, the results could be better if the organizational and innovating management system were more effective. They have been hindered by a number of weaknesses that slow down systematic development and stability of the productive chain.

The outcome of the diagnostic showed the absence of previous research that demonstrates such organizational performance. This element encouraged the research team to conduct a study of the main reports, balance sheets, and other documents issued by the entity to list the most significant flaws that may hamper a change in the organization.

Moreover, there is no structure capable of organizing and controlling technological innovation management; training and formation of labor is unfavorable; the relations of the company with research, science, and technology centers are insufficient; and the ties within the production chain, production, processing, and storing centers are weak.

Other elements demonstrated that the limitations to change are produced due to the lack of knowledge of needs and shortages by the staff; insufficient dissemination of specific information on the nature or the process of change; poor perception of the need to change; the generation of threats to expertise, ranking, and labor stability; the existence of an unbending bureaucracy, and fear of the unknown.

In this sense, the main contradiction is shown between the social need to implement a process of organizational change using better management models developed by

entities of the sector than the traditional ones (mainly focused internally), and insufficient establishment of articulations among local organizations that contribute to better coordination. It can lead to improvements in personal and collective performance, which can be acknowledged by the society, based on organizational performance.

The procedure proposed is expected to become a tool for process change management, and therefore, make organizational performance more dynamic, as an integrated system of the entity.

Hence, the aim of this study was to develop a procedure for organizational change that contributes to performance improvements in Pescaisla Industrial Fishing Company.

DEVELOPMENT

This research was conducted at Pescaisla Industrial Fishing Company, between January 2015 and December 2017. Theoretical and empirical methods were used.

Historical and logical: it was useful to analyze significant moments of state of the art organizational change, particularly to understand the dynamic in which organizational performance is developed within the business context.

Analytical-synthetic: it was based on the object of study, which helped develop a procedure for organizational change, and the methodological conception for implementation.

Systemic-structural: it consists in a systemic conception among the procedure's components, structure, and functioning to accomplish change in the company.

Inductive-deductive: based on the general existing theories, it contributed to specific conclusions on organizational process changes, and understanding of the stages it will go through in the business context.

Modeling: it contributed to the design of the main theoretical concepts through abstraction and generalization, and to a procedure for organizational change at Pescaisla Industrial Fishing Company.

The empirical methods used to determine the characteristics and essential relations of the object were,

Document review: it helps understand the behavior of the object of study based on document review, such as strategic planning of the entity, annual balance of goals, standards, and procedures of work.

Survey: it covered 99 employees and cadres of the entity, in order to gather information related to the existing perception about the working environment in the company, which encouraged concrete discussions into organizational development.

Statistical method: SPSS, 15.0, was used for statistical processing. The outcome of a frequency and descriptive analysis showed the absence of lost values, according to frequency statistics from the 99 surveyed individuals, and the responses. The descriptive statistical method, which considers the number of cases, the minimum and maximum values, and mean and typical deviation, were used The confidence level for all the analyses was 95% or higher, where P≥ 0.05 %. The reliability analysis scales were used with Crobach's Alpha (0.821 confidence level).

Population and sample: the population associated to the entity comprised 130 workers. The inclusion criterion was based on worker association to the industry and management. It led to a sample of 99 individuals.

The formula of Calero (1978) was used to calculate the sample.

$$n = \frac{\left(\frac{Z_{1-\frac{\alpha}{2}}}{d}\right)^2 p(1-p)}{1+\frac{1}{N}\left(\frac{Z_{1-\frac{\alpha}{2}}}{d}\right)^2 p(1-p)-\frac{1}{N}}$$

Formula to determine the size of the sample

Legend

n: size of the sample

d: maximum permissible error (can be fixed in 0.05 or 0.10).

p: success probability (0.5 ensures the size of the biggest sample)

For d = 0.10

$$\left(\frac{Z_{1-\frac{\alpha}{2}}}{d}\right)^2 = \left(\frac{-1.96}{0.10}\right)^2 = 384.16$$

n= 99 individuals

Accounting for 76.15% of individuals.

$$n = \frac{(384.16)0.5\ (1-0.5)}{1+\frac{1}{130}(384.16)0.5\ (1-0.5) - \frac{1}{130}}$$

$$n = \frac{96.04}{1+0.007692308x96.04-0.007692308}$$

$$n = \frac{96.04}{96.771077} = 0.99244529 \times 100 = 99.24 = 99$$

Main results of the diagnostic

In terms of organizational managing, the literature shows that it is centered on the human and social aspects altogether with technological and structural elements, which are promoted through comprehensive changes and individual and collective learning, as pivotal processes in development, thus coinciding with Monzón, Hernández, and Hernández (2015), and Ruiz, Quintero, and Robledo, (2016). It widens the study of adaptative response to environmental threats associated to human capital, though there are internal reserves, which improve processes and help undertake goals resulting from strategic design (Monsalvez, 2017).

As part of organizational performance, there is recognition of worker performance, where the consideration of subjectivity of intangibility lies. Besides, it is important to increase productivity, which may be translated into the generation of sustainable competitive advantages (Almanza, Calderón, Vargas, Casas, and Palomares, 2016).

A short general characterization of the Industrial Fishing Company of Isla de la Juventud, (founded on December 18, 1959) was made. Positive management has been maintained throughout that period, particularly in the last 10 years. However, the implementation of more effective organizational management, would have produced better results, since a number of difficulties that have hindered entity improvements still lingered, such as:

a) Lack of structure to organize and control technological innovation management.
b) Unfavorable general atmosphere to embrace new ideas.

c) Existence of flaws in labor training and formation systems.
d) Insuficient association with research and formation centers.
e) Lack of formal information management system.

The social object consists in capturing, industrializing, and conducting wholesales of aquaculture and industrial by-products in Cuban pesos and Cuban convertible pesos. Retail sales should be done in special seafood stores in Cuban pesos.

Procedure for organizational change at Pescaisla Industrial Fishing Company

A proposal for organizational changes of a fishing company, depending on their particular features. The procedure is associated with defined requisites of strategic management, and the characteristics are:

- ✓ Participative and cooperative, by all the actors engaged in the process.
- ✓ A systemic character, depending on the relation of competence with the managing process of the organization.
- ✓ Holistic character of organizational performance, using the profile information of all processes.
- ✓ Feedback, by accepting opinions and suggestions of the participants in the process.

In that sense, the premises that characterize this proposal will be,

✓ Comprehensive diagnostic: it demands a definition as a diagnostic with a social perspective; a process of research, coordination, and arrangement of information, which allows individuals to know reality, and assess the existing practices of the entity, to make decisions with the greatest engagement of all the members, who contribute with experiences, and knowledge of the reality.

✓ Systemic approach: the components of the procedure are analyzed, along with their interrelations, processes, and changes, as a dynamic phenomenon that is part of its environment. It prioritizes dynamism over inaction, and totality, in relation to the parts.

✓ Conscious collective engagement: it is a process inherent to every participant, assuming the will that the true key players are all the workers.

The procedure is developed within the managing cycle, since it envisions work projections and objectives from the organization. The moments in which all the activities related to change processes are defined in their planning, with responsible parties and participants, which include organizing and controlling tasks. 1).

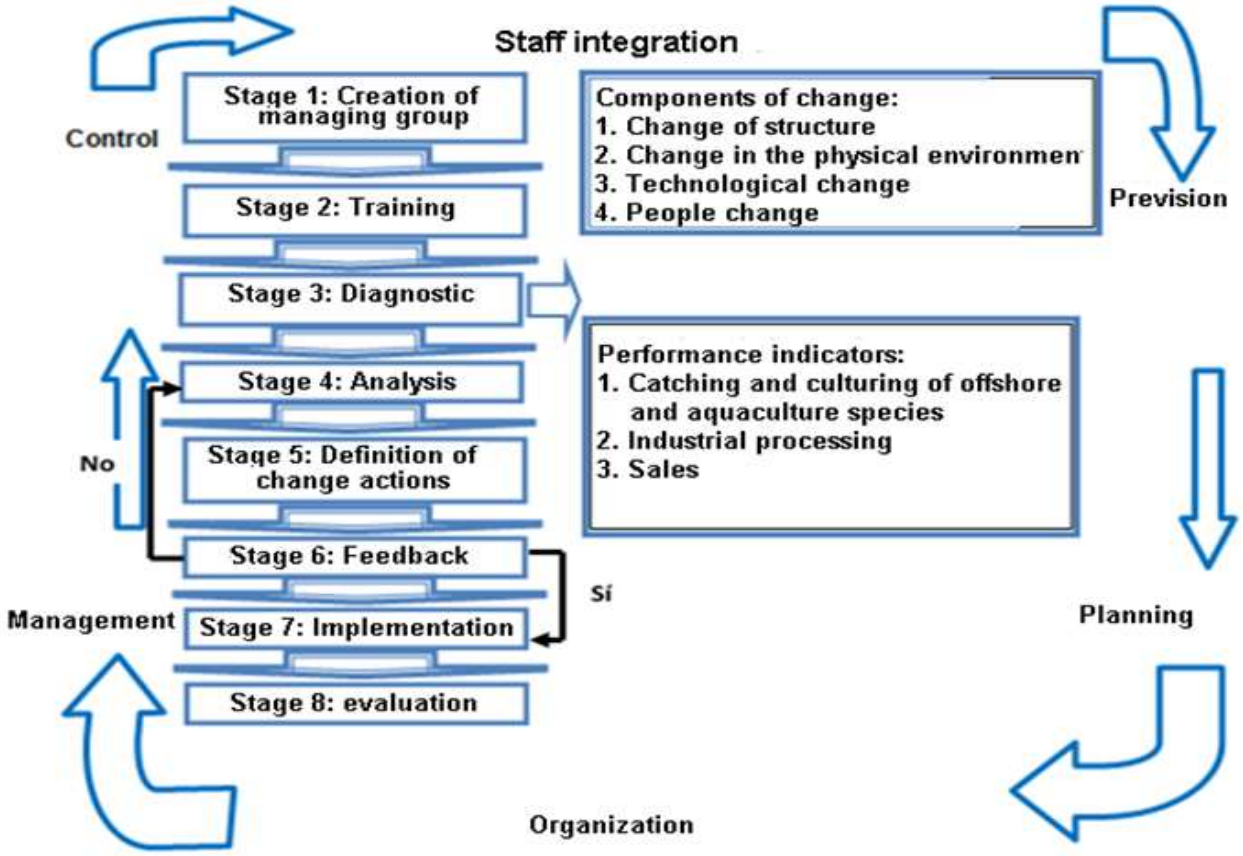

Fig. 1 Procedure for organizational change at Pescaisla Industrial Fishing Company

Besides, as components of change, they are defined in terms of specific dimensions. Organizational change can be part of structure, technology, human behavior, and physical environment, the components adopted in the program of organizational change management, according to Robbins (2007). The performance indicators are present in the areas below:

1. Catch and cultivation of offshore and aquaculture species.

2. Industrial processing
3. Sales

It is an important element inside the suggested procedure, in which the elements of strategic planning, in prevision, planning, organization, management, control, and integration of staff, are identified. The last item is seen as a whole within the previous steps. Hence, it is considered a managing tool that allows individuals to back decision-making in organizations.

The implementation of plans or goals with a systemic approach, integration of objectives with a strategic approach, and the capacity of executives to coordinate actions, both vertically and horizontally, backed by process management, is evaluated. The indexes of added value of human capital, structural capital, and the initial synergy of the system, are evaluated as well.

As an initial element, starting conditions are created, and premises are evaluated. Then, a general characterization is done, depending on a review of the official documents of the organization in the study. A previous analysis of strategic components is conducted, and the existing limitations between design and implementation of business strategies, are determined. They must be associated to internal driving forces capable of inducing the behavior of a group of variables that will permit the development of organizational capacity.

Results of implementation of the procedure for organizational change

Pescaisla Industrial Fishing Company in Isla de la Juventud municipality, one of the most important local entities, was selected due to its contribution to the growth of the internal gross product, and hard currency income to the municipality.

Accordingly, there is a pressing need for this organization to implement correct strategic management, which helps implement strategic objectives to fulfill a vision. Besides, it must function in more dynamic and demanding environments that require better adjustments to this scenario, in order to maintain its competitiveness.

The objective is to check that premises stated for the implementation of the procedure are fulfilled in the practical object of study, and have a characterization of the organization developed in the previous item.

Stage 1. Creation of the managing group

The objective of this stage is to ensure the starting point for effective development of the remaining stages, which are interrelated. The research team, namely the company director, quality assurance specialist, and three professors from the local university decided the creation of a managing group. The main element considered was the involvement of executives and workers in the problem; information about productive processes was collected.

A managing group was set up in two teams. The main team was engaged in the implementation of a procedure, and the second (complementary group) was made of decision makers related to the topic (executives and specialists in operational areas within the board of directors). The last are decision makers engaged in the process of organizational change to guarantee the conditions for proper communication, flexibility, and creativity, mainly when receiving criticism or providing solutions.

Management played a key role in sensitization, with large worker engagement in the implementation of tasks. Five workshops, three training courses, and four meetings were held, which contributed to better critical analysis of actions to be implemented.

This activity included the participation of the corresponding entity, which contributed to the scope and definition of responsibilities. The actions convened were broken down in a Gantt chart, where each component activity was defined along with deadlines and people in charge.

The group was made of 15 members, with the main requisite of over eight years of experience in their job. That included:

- ✓ Two human resources specialists whose role was related to advisory in all the associated areas.
- ✓ Four cadres and specialists from different units.
- ✓ Six workers with a vast experience, and recognition from their coworkers, who became agents for change.
- ✓ Two professors from the university who led the activities.

Stage 2. Training

The objective of this phase is to direct training to implementation of the procedure, by exposing the managers to the proposal, based on a managing approach, throughout a year and a half to conduct all the training actions developed. Three strategic axes were identified for training of the managing group, in which each line was suggested to get organizing actions.

Implementation of training

The strategic axes were defined to implement the training plan.

Definition: The implementation of training activities through different manners, considers the fact that staff is to be motivated by them into learning, distributing teaching through time, ensuring impacts, and implementing new knowledge. It will entirely depend on the contents and proper teaching methods conducted according to student characteristics. Its efficacy depends on the importance given to the principles of learning: motivation, reinforcement, repetition, active participation, and feedback.

It includes these aspects:

Adjustment of the training strategy to the needs of the organization

The training ways (courses, training, and workshops) largely depend on the need to prepare certain people to improve the entity indicators in terms of company policies. Hence, they should respond to the solution of the problems that originated them, and the needs diagnosed or perceived.

Quality of training contents

The teaching contents were planned carefully, to facilitate the implementation of the program. It seeks to materialize the relation among instruction, education, and development, to facilitate progressive advance of trainees.

Cooperation among executives at different levels

Training was given to 99 workers, including the 15 members of the managing group. A spirit of cooperation was observed among the staff, with the support of executives, as managers played an effective role in the implementation of the program.

Quality and preparation of the training staff

The success of implementation depended on motivation, effort, and preparation of the staff in charge of training. The trainers were selected from different levels and areas of

the entity or other specialized centers, according to strategic alliances concerted to implement training actions based on their experience and quality as experts in those topics. Regarding the trained staff, the results of the training program, proper selection, and correspondence with strategic planning at the entity were largely influenced.

Training actions developed

1. Three workshops were held to transmit the intentions of the actions in the change program, clearly and concisely. The first one was delivered to the members of the Board of Directors, the second workshop was delivered to mid-level specialists and decision makers in functional areas, and the third one was given to workers.
2. Two exchange workshops to socialize the procedure proposal were given by experts who presented their criteria.
3. The opinions were collected and new trends and approaches were included in the procedure.
4. A number of ten courses were given.

- ✓ Managing techniques
- ✓ Managing styles and methods
- ✓ Implementation of training actions
- ✓ Business managing: integration of managing aspects of organizational change
- ✓ Business organization in the Cuban context
- ✓ Management of human resources
- ✓ Strategic planning: it is conceived through the components of organizational change defined in the procedure, such as structure, physical and technological environment, and people.
- ✓ Sales and marketing
- ✓ Managing skills
- ✓ Effectiveness of organizational management

5. Lecture on organizational change
6. Two workshops: document management, and organizational ways in management

Fig. 2 shows the results of the instrument used, according to the analysis of training satisfaction, assumed in the survey designed by the Higher School for Cadres of the Cuban State and Government, to evaluate the variable in the students at the Business Management Diploma course. It showed that the greatest percentage may agree and highly agree to the training course received. In relation to the 15 members of the managing group, their responses were positive (100% satisfaction).

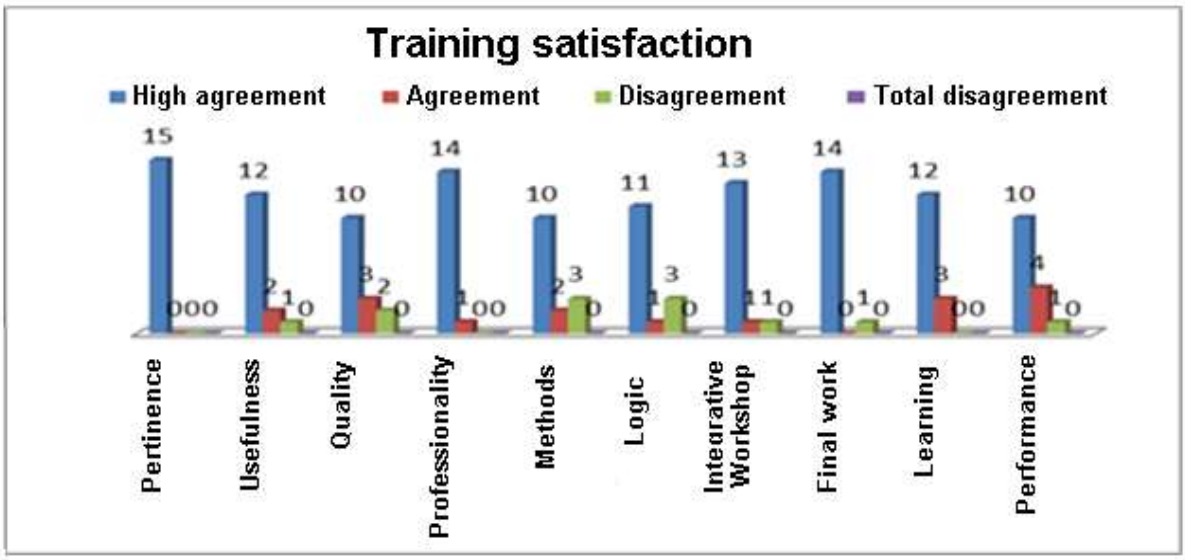

Fig. 2 Results of the survey applied to evaluate training satisfaction

Stage 3. Diagnostic

The objective of this stage is to achieve a clearer perspective about the features of the change process in the entity studied, in order to determine possible breaches to be addressed, at the particular moment of implementing the procedure. The entity has approved a linear structure; information flows safely and quickly. The general director is in charge of departments and offices in Basic Business Units (UEB) that make up the organization.

They have identified seven areas of key results (AKR) that include different work units or teams in the company, so the people in charge of those areas can achieve better organizational performance. The analysis of the organizational structure and AKR showed their correspondence to the business strategy, which enables coordination and

organization of activities performed, and poses no limits to the implementation of organizational change.

They are regarded as results in socialization workshops to evaluate the veracity of strategic planning in the entity, such as, groups involved in the social object, main customer, suppliers, and competitors, along with cross analysis in the Board of Directors (minutes), and annual analyses.

Groups engaged

- ✓ Councils of Administration and Management
- ✓ Committees of PCC, UJC, and the Union
- ✓ Functional offices of accounting, finances, technology, operations and quality, legal counseling, supervision, and control, labor management.
- ✓ Basic company units, such as Islamar, Acuisla, Induisla, Tecnica, Servisla, and Islacomer.
- ✓ Committee of quality control, committee of environmental management, and biological safety, group for technological surveillance, and technical advisory group.
- ✓ Forum, ANIR, BTJ
- ✓ Workers

Main Customers: PESCACARIBE, CARIBEX, COPMAR, PRODAL, Education, Commerce, Tourism Cayo Largo del Sur, Public Health, Foods, MININT, and FAR.

Main suppliers: PROPES, ALIMPEX AUSA, CIMEX SA, and Atlas (Carrier) COMELEC

Competitors: All food-producing and exporting seafood companies.

They were identified according to key natural, socioeconomic, and technological factors. The first group identified was the natural factors, which includes climate phenomena and high catch of commercially important marine species. The second is linked to socio-economic issues, with factors such as higher demand than supply, price fluctuations, lack of hard currency liquidity, slow increase in tourism, sustainable fishing and aquaculture development.

The third group is made of technological elements, which is identified as deficient technical state of vessels due to aging, lack of modern fishing gears, aging and poor

state of industry, lack of modern technology in basic company units, high degree of worker specialization, and drive for innovation.

Stage 4. Analysis

The analysis of contents and measurement instruments used helped synthesize information about the main concerns and shortcomings stated by workers, and the problem areas within the entity. The problems identified are organized by components directed into where to address change.

The instrument used was a survey, with the purpose of obtaining information related to the perception of the work environment in the entity. It comprised 10 questions related to aspects of strategic planning, and if they are motivated by teamwork. The answers were evaluated according to the following scale: total agreement, disagreement, agreement, and high agreement.

A code sheet was made, which included these characters: variable, components (questions), items, categories, codes, scale, and columns, to support the information chosen about improvements in organizational performance. The data matrix shows the results of the application of the instrument design, the surveyed individuals in the columns (99), and questions (10) in the rows.

Fig. 3 shows the results of processing other instruments applied, particularly the survey, in order to obtain information related to worker perception of labor scenario in the entity, showing that:

- ✓ Information referred to knowledge about the mission of the organization, which is also involved in strategic planning, shows that 55.6% does not know about it.
- ✓ In relation to clearly defined and structured work, 85.8% is in agreement or high agreement on work clarity.
- ✓ Recognition of quality management of processes conducted by the entity showed that 82.9% stated that they are totally in disagreement or in disagreement.
- ✓ Concerning their skills and knowledge, 83.9% had positive references.

- ✓ Their responses as to recognition in terms of the proportion of work done, 73.7% had negative opinions, a key factor in further priority working lines for the entity, since it is associated to proper worker motivation and engagement.

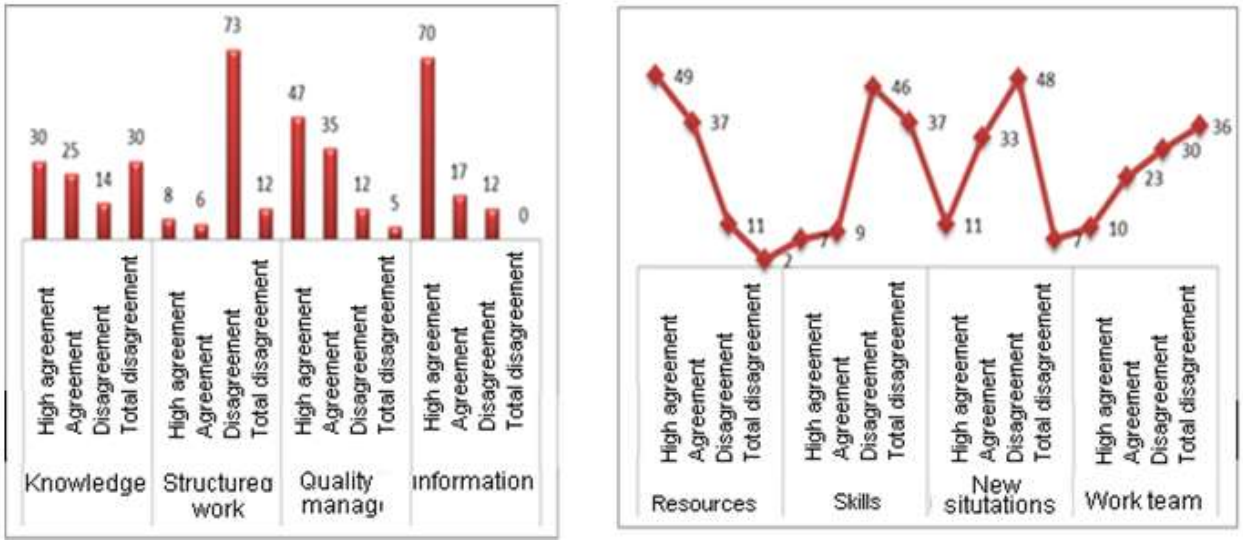

Fig. 3 Results of worker perception about the working environment in the entity

Stage 5. Definition of change actions

The purpose is to start; every change agent and corresponding workers develop specific actions.

This stage considered the policies of the organization as a key factor, since they are performance guides, master lines, or decision criteria for selection of strategic alternatives, and define general guidelines, because they constitute decision limits in that they tell executives which decisions should be made, which is fundamental to provide solutions and action plans.

Likewise, the business philosophy should be analyzed, since it is a source of inspiration to turn daily activities into motivations, and workers into active collaborators seeking business purposes, and to increase motivation and commitment.

A number of benefits generated from change actions determined for the entity, were defined:

- ✓ To acquire, generate, and accumulate intellectual capital.
- ✓ To establish relations between work and training more clearly, according to a continuous education system.
- ✓ A possibility to transfer competence into other areas of work activity.
- ✓ To define choices of staff formation and training that contribute to compensations and incentives.
- ✓ Strengthening of labor relations.
- ✓ Increase of productive levels of export items.

Moreover, as components of change, in terms of specific dimensions, organizational change can be located in structures, technology, human behavior, and physical environment.

Stage 6. Feedback

The results were presented to workers, including the definition and change actions to be implemented, which encouraged general engagement. The definition of change components included 62 actions: structures (15 representing 24%), physical environment (12 representing 19%), technology (17 representing 27%), and staff (18 representing 29%), which were displayed in a Gantt chart.

This pivotal step, in which positive agreements were reached, led to the implementation of change actions. During this stage, the managing group designs new actions whenever applicable. This process is the end of a cycle, and the beginning of another that will require further study regarding continuous improvement, and adequate organizational performance. Overall, this is a learning, feedback, and continuous improvement process.

Stage 7. Implementation

The change program was started to complete the previous steps; the instruments used for the change program were processed, according to the outcome of the study. It would be used to validate all the elements defined.

Main results of the organizational change schedule

a) In relation to the change of structure, the Inspections Department was created, along with two points of sales in Nueva Gerona (the capital), the dry dock was rebuilt, the

Inspections Department was opened, the Inspections and Legal Departments were formally established in the facilities, and a P2 was made depending on new vacancies available in the areas.

b) In terms of changes in the physical environment, leisure areas were created, along with bicycle parking, new administrative areas, security booths were refurbished, the washrooms and leisure areas in the production facilities, the main freezer and floors and stairs of important administrative buildings, and offices of executives, were repaired and remodeled.
c) Concerning changes in technology, the lobster processing plant was transformed; modern computers were purchased, new packing systems were installed, the main IT node was improved with new, more powerful processors, better network and electric wiring installation, and maintenance actions were implemented in the crushed ice room.
d) Regarding people changes, nine new payment systems were created, new team chiefs were recruited, cadres were transferred, training was consolidated, strategic alliances were made with other entities, a new performance evaluation system was implemented, contracts were sealed to assimilate aquaculture species for exploitation and staff training in terms of handling and transportation of aquaculture species.

Table 1 shows the accomplishment in key areas indicators, and their behavior between 2015 and 2017. The 2017 results were higher compared to previous years, seen as an increase in organizational performance due to the change actions performed in the period. Catch and culture of offshore and aquaculture species (tons) showed significant results, in relation to the 2015 results, due to broader planning actions implemented in the main fishing areas.

Table .1 Indicators accomplished in the key results areas, and their behavior in the 2015-2017 period

Items	2015	2016	2017
Carch and culture of offshore and aquaculture species (tons)	2 283.40	2 529.70	2 613.00
Industrial processing (tons)	1 329.60	1 378.60	5 762.40
Sales (pesos)	1 257.73	1 348.41	146 233.98

Source: Balances of organizational performance of PESCAISLA Industrial Fishing Company

Stage 8. Evaluation: the process that started with objectives, corrective actions, periods, people in charge, and those running the instrumentation process, were evaluated.

The change agents check the efficiency of the change schedule and its actions were evaluated periodically. It is a pivotal moment, if everythin has a positive outcome, or if it is necessary to introduce small improvements, the change program is updated, and its implementation goes on with worker agreement.

The results of worker perception on the working environment of the entity shows satisfactory results in relation to the indicators evaluated (resources, skills, new situations, and work groups). The results show that the greatest percent highly agrees with the activities based on the procedure of organizational change implemented, comparing 2017 to 2015.

Based on the analysis conducted at the Board of Directors of the entity, in December 2017, the benefits generated from the implementation of change actions consisted in a clearer relation between training and work, relying on a continuous education system, the possibility to transfer their competence to other areas of work, a definition of staff training and formation choices in order to raise compensations and incentives, an increase in production levels of export items, and strengthening of work relations.

CONCLUSIONS

The implementation of the organizational change procedure in the entity showed that the proposal was appropriate to address its social object. Consequently, workers can

corroborate the improvements in their professional performance through the new transformations performed.

This procedure shows positive evidence of teamwork, based on the practical implementation of the proposal; activities are presented as structure, physical environment, technologies, and people, who have agreed to the advances made in the company's productive processes.

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Conflicts of interest and conflict of ethics statement

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Author contribution statement

1. Uliser Vecino Rondan. Research design, support to a review of current sate of the art, design of methods and techniques, review of the final version of the manuscript,

redaction of abstract, workshops with decision makers in the entities, and implementation of the results.

2. Adrián Cánova Herrandiz. Review and shaping of the final version of the manuscript, scientific discussions, workshops with decision makers of the entities studied, design of the procedure used, design of methods and techniques, literature use.

3. Dikaterine Méndez Leyva. Critical review of the manuscript, redaction of the report, implementation of results, capture of statistical data, literature use, and correction of the abstract.