

Innovation as an Organizational Strategy Based on Soft Skills: "Challenges and Opportunities for Human Development in the Face of Equity"

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ABSTRACT

Soft skills, human development and equity are vital elements for the understanding and management of any organisation. The competences, skills, teamwork, role and leadership within the organisation make it possible to guarantee quality and positioning in its environment. The objective of designing innovation strategies to strengthen the organisational structure based on soft competencies represents a look at human development and equity. The participants included 18 employees and 123 clients (consumers, doctors, common people, legal entities and natural persons) of the company Hermanos Villeras S.A.S., located in the municipality of Barranquilla. A mixed design was carried out, implementing a concurrent triangulation model and using instruments such as questionnaires and interviews. These allowed the identification of employee profiles, characteristics of the contexts, situations and soft skills of the employees. The data were thoroughly analysed. The study was proactive, as the innovation prototype allowed us to strengthen it. As a result, the implementation and evaluation of the prototype respond to administrative policies and loyalty tasks, as well as areas for improvement. Regarding internal communication, 61.1% of the employees mentioned that soft skills are "almost always" necessary for successful collaborative work. Time management and planned activities were reported by 38.9% as occurring "sometimes". In relation to human development and equity, 38.9% of employees mentioned that these are "almost always" necessary. Regarding problem solving, 44.4% indicated that they deal with problems "sometimes", pointing to the need for more proactivity.

Keywords: human development; administrative structure; soft skills; equal opportunities

INTRODUCTION

In the course of human evolution, the perception of development has varied over time, influenced by historical, social, and cultural factors. The family, school and society play an essential role in this process, according to Papalia et al. (2010), by transmitting social patterns and values through the imitation of patterns, thus influencing biopsychosocial development. Micles and García (2010) highlight socialization as a continuous process that contributes to the formation of personal identity and cultural transmission. Based on this,

the historical importance of the family and the school in the acquisition of cultural patterns and social values is recognized, allowing the individual to interact with his or her environment and the world of work.

According to the United Nations Development Programme (UNDP, 1990: 31), human development is considered as equality of conditions and opportunities for the achievement of a fuller life. In this sense, socioeconomic plays an important role. The way in which the Gross Domestic Product (GDP) allocates expenditures generates total growth for the improvement of the human being. The twin tracks of growth and human development are due to the resources from which they come and to economic growth, which, apart from being an essential objective, the nation is recognized as contributing to this increase (Ranis and Stewart, 2002).

Another commitment is related to the current era, marked by technology and globalization, which demands the transformation and adaptation of organizations. Therefore, people management is essential to face these changes and achieve positive results in market competition and self-management, to ensure permanence in the market and improve the company.

To achieve this, the organizational structure must be linked to effective administration and management of people, along with the implementation of technologies and organizational growth. The role of human development in organizational transformation is highlighted, focusing on aspects such as the performance of competencies and the strengthening of human development.

However, transformation requires changes that can generate complexity and hinder communication. In addition, the organizational structure can delay the implementation of changes due to different aspects, such as the lack of vision of managers, the inability to form effective work teams, the absence of a climate of common effort, the lack of importance given to the process and the sense of urgency, as well as the lack of application of activities to counteract resistance to change

Human development, in the face of its needs, such as the infrastructural services referenced as houses, housing and process, is negatively affected when these are smaller, resulting in a lower quality of life. As the horizon of their needs expands, the supply capacity will allow them to improve their quality of life (García, 2018)

As its possibilities increase, human development will generate hope and places within the social context. This will allow them to make decisions and participate in health and education policies and occupy positions that dignify them as human beings in the world. growth. This type of action allows it to adjust to established social conditions and permanently participate in norms and laws that optimize innovation resources, which allow its growth (Soto et al., 2018).

For the theory of human development, the mediation of the relationship between the State and society explains the relationship of citizenship, in which resources must be at the service of citizens, as well as between the government, political and civil actors (García, 2017). Human development is defined as comfort related to quality of life and well-being. However, this is based on an intersubjectivity of the needs of future species posed by sustainable development (Carreón et al., 2017). From this point of view, human development goes beyond attachment to things, the sense of community, solidarity and participation, separating the local from the regional, but refrains from acknowledging international facts, multilateral development and the alliances of trade, tariffs and others, which make up the global and collaborative world (García et al., 2017)

Goleman (1995) and Mayer et al. (2000) highlight the importance of emotional skills for success in personal and professional life. The incorporation of emotional intelligence in innovation strategies can contribute to strengthening the organizational structure. Likewise,

the integration of emotional intelligence into these strategies not only strengthens the organizational structure by improving the quality of relationships and communication in the work environment, but also increases the resilience and agility of the organization. Companies that cultivate emotional intelligence among their employees and leaders are better able to face unforeseen challenges, adapt to disruptive changes, and maintain a work environment where emotional well-being and fairness are priorities.

Currently, in Colombia, micro, small and medium-sized enterprises (MSMEs) represent a significant part of the national business fabric, contributing to the productive apparatus and the economic development of the country. Law 590 of 2000 (MSME Law) regulates the development of these companies in the country. However, this law was modified by Law 905 of 2004, which includes the concept of *Famiempresa*, benefiting artisans and promoting equal opportunities for women.

From the perspective of training in human development and equity, the knowledge society within the framework of modern management recognizes training as a process in which the human being acquires skills and knowledge, improving job opportunities and personal growth, both inside and outside the organization. This promotes a level playing field for everyone involved. Complementing Jiménez et al. (2023), professional training is effective when it is articulated to intellectual and cultural growth. In this way, by impacting the company's human staff, comprehensive training is achieved that affects productivity, leadership and soft skills.

Human development is therefore considered to be aligned with quality of life, but differences in quality of life are also highlighted. What prevails then are health, education and employment, as well as the method of state commissioning, as opposed to the competencies and skills that this subject has in the context where he or she finds himself. This indicates that their comfort is relevant in the face of the opportunities offered by the government system and its self-management, to improve their existence (Sandoval et al., 2017). Research on the variable "Soft Skills" by Vallejo (2019) reveals that, from the perspective of the employees, all dimensions were evaluated positively, since their average values exceeded the threshold of agreement. When examining the variable "Work Performance", a similar trend was observed in all its dimensions, which indicates that the work performance of workers was at a high level in areas such as Interpersonal Relationships, Teamwork, Organization, Quality, Orientation to Results and Initiative. However, it was identified that soft skills only had a significant influence on job performance in the Social Skills dimension, while the other dimensions, such as Self-Awareness, Self-Regulation, Motivation and Empathy, did not show a clear influence on job performance.

On the other hand, Romero et al. (2021) concluded in their study that soft skills are a set of capabilities that allow people to interact effectively with others. These are essential for success in the workplace, as they contribute to the development of interpersonal relationships, leadership, communication, teamwork, empathy, assertiveness, planning, management, and ethics. Some tips for developing soft skills include: practicing effective communication, both verbal and nonverbal, developing the ability to work in a team, being empathetic to others, being assertive, planning and organizing, being a good leader, and acting ethically.

Guerra-Báez (2019) considers that in order to manage soft skills, it is necessary to attend to assertive communication skills, understood as the mediation process based on good treatment. Cognitive competencies based on knowledge and know-how should also be worked on, to allow timely decision-making, and, finally, emotionality as an element of recognition to deal with complicated situations (Mangrulkar et al., 2001).

For the World Bank (2018), globality poses the absence of values as a generated character,

in which it is pointed out that soft skills are affected by this lack of values, which makes it difficult to respond adequately to the challenges posed by modernity. The training of academic management, as stated by the PEI, CADE Educación IPAE (2019), is also a relevant factor in this aspect.

In this vein, Van-der et al. (2013) consider that to the extent that skills are prioritized, human beings will have a greater approach to effective communication and the ability to refer to others without frustrating their feelings. This will have been possible to improve interpersonal relationships. Rojas de Escalona (2010) highlights that the functions of cognitive skills play an important role in the way in which the individual evaluates and controls their experiences based on their lived moments, and diverges between their achieved performance and their desired performance (Chaves, 2016)

Following Sternberg (1986), who proposes that cognitive development must combine the skills involved in knowledge, such as problem solving, understanding the problem, interpretation, analysis of schemes and tables, the procedure for generating alternatives for solving tasks, and understanding and generating problems. The ability to understand plays an important role in cognitive ability, as it enters the interface of knowledge appropriation to put it into practice. This generates knowledge from the point of view of cognitive skills Competencies, according to Mondy and Noe (2010), encompass various knowledge, skills, traits, and behaviors that may be technical in nature and are related to interpersonal skills in the organizational context. Innovation in organizational structure involves more than simply performing activities differently; It involves incorporating innovation into the organization, understood as variations that generate positive results for the environment. According to Flores (2012), changes are modifications that occur in the work environment and represent a crucial aspect in the innovation of organizations and in their ability to adapt to the challenges of modernity.

In this sense, in the company Hermanos Villera S.A.S. the need to attend to training based on soft skills and work skills is evident. Work overload, the ability to manage interpersonal relationships, leadership management, teamwork, the centralization of information on medication orders, the centralization of the systematization of financial information, training at the level of learning for human development, motivation and commitment to the organization of the people involved, and adaptation and commitment to change. However, the company requires innovation strategies in the structure of the organization and training for human development in front of its employees and customers (consumers, doctors, ordinary people, legal entities, natural persons). See Figure N0.1 Empathizing moment (the SWOT technique).

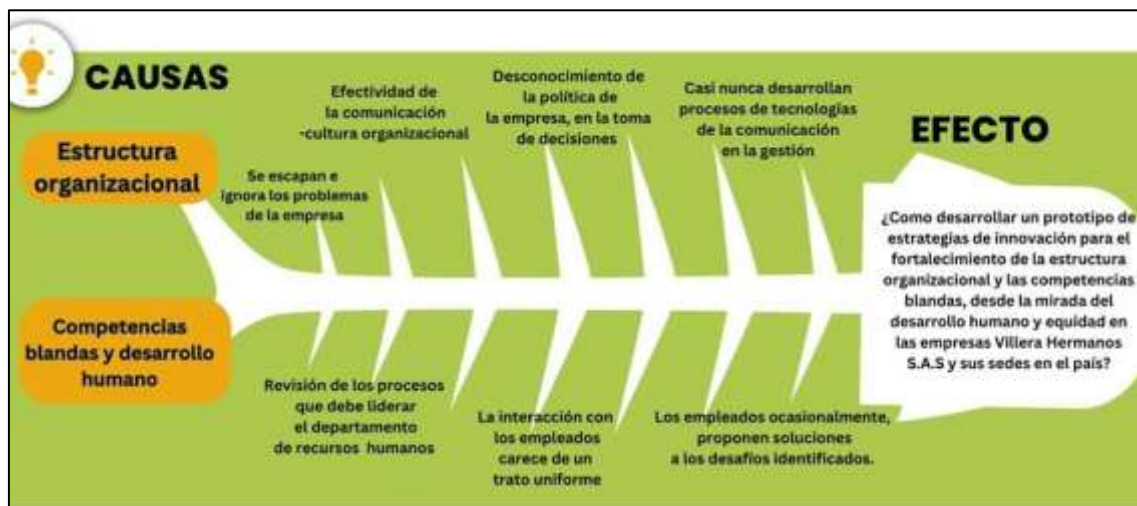
Figure 1 Moment to empathize. (the SWOT technique)



Note: Own source. In original Spanish language.

The SWOT analysis has been derived from the evaluation of various instruments, providing a comprehensive view of the current situation of the company. It highlights areas for improvement and offers insight into opportunities for growth. Based on the above about innovation strategies for the strengthening of the organizational structure, the following question arises: **How to develop a prototype of innovation strategies for the strengthening of the organizational structure and soft skills in the companies Villera Hermanos S.A.S. and its headquarters in the country?**

Figure 2 Defining Moment (Ishikawa's Spine Technique)



Note: Own source. In original Spanish language.

To answer the question, the following general objective is proposed: To design innovation strategies to strengthen the organizational structure based on soft skills, with a perspective focused on human development and equity. In order to meet the general objective, the following specific objectives are established:

- Build organizational structure, promoting inclusivity and equity in human development.
- Lead the different areas and investigative, operational, technical and administrative activities, as well as the processes and events that are carried out, in accordance with the guidelines and directives of the research project, defined by the executing entity and the allied entity.
- Design training strategies aimed at the construction of each of the categories and study variables to operationalize the prototype

METHODOLOGY

The study carried out between the Universidad de la Costa CUC and the company Hermanos Villera S.A.S. in a call for Min Ciencias was carried out with a mixed design, using a concurrent triangulation model (Hernández et al., 2014). The importance of the model lay in comparing results and validating quantitative elements and qualitative, taking advantage of it as a method to minimize weaknesses and take advantage of opportunities and strengths. This allowed the necessary information to be collected from the quantitative and qualitative data during the stage of analysis, interpretation and discussion of the results. A qualitative phase (interviews) and a quantitative phase (questionnaires to employees and customers) was developed, giving greater depth to both phases. The instruments were applied by experts who contributed to the development of the scripts for each of the instruments applied. The variables and their categories are based on the work of Mayer,

Salovey and Caruso (2000)

Mixed design

The mixed design used corresponds to concurrent triangulation, which, according to Hernández et al. (2014), is used to validate and compare quantitative and qualitative data in a cross-referenced manner, taking advantage of the advantages of each method and minimizing its weaknesses. Quantitative and qualitative data are collected to generate discussion of the two types of results found, taking into account categories and variables.

Participants

The participants of this project are made up of 18 employees (general manager, tax auditor, commercial coordinator, administrative and financial coordinator, human resources coordinator, commercial assistant, accounting assistant, portfolio manager, human resources, marketing and communications assistant, commercial supervisor, customer service representative, medical visitor, veterinary visitor) and 123 clients (consumers, doctors, ordinary people, legal persons, natural persons) of the company Hermanos Villeras S.A.S, located in the Municipality of Barranquilla.

Strategies and instruments

The instruments used were questionnaires and interviews that were submitted to expert judgment by a doctor of national stature and another of international stature. These instruments included:

Online questionnaires, analyzed using the SPSS program for quantitative data. Four questionnaires were applied, three addressed to employees (18 participants) and one to customers (123 participants). The questionnaires have a final structure of five blocks and 69 items, addressing the following contents:

1. Organizational Structure Questionnaire for Employees.
2. Soft skills questionnaire for employees.
3. Human Development and Equity Questionnaire.
4. Customer questionnaire.

Semi-structured interviews: Three interviews were applied to employees with a total of 20 items, whose contents correspond to:

1. Organizational structure.
2. Soft skills.
3. Equity.

Procedure

The data were collected using the Design Thinking tool, which proposes five moments. At the time of empathy, interviews and questionnaires were applied to employees and customers, thus collecting information on the company's problems in a real context using the SWOT technique. In the second moment, define, interviews and questionnaires were used, and the information was systematized using the Ishikawa thorn technique, which allowed the identification of causes and effects of the problem, as well as relevant categories and variables, including the big problem question.

Then, work was done at the time of idea, using the SCAMPER technique to generate innovative ideas that responded to the identified problem. In the fourth moment, prototyping, the previously determined categories and variables were materialized, covering aspects such as organizational structure, soft skills, human development and equity, all supported by theoretical references. Workshops and innovative actions were developed to address the problem question and achieve the proposed objective. Finally, the time to test

was raised, using a mixed methodology to validate each of the solutions proposed in the prototype. Techniques such as infographics, paper prototyping, and any other method that could effectively model the situation were employed.

The criteria of rigor are based on the theoretical context and the processes of quantitative and qualitative research, as well as the distinction between them. The findings of qualitative research are considered elements of credibility due to the approach in the development of categories and the direct relationship with what is presented by employees and customers, as well as with the epistemological foundations and methodological design.

The credibility of quantitative data is based on the relevance of the study, the situations encountered in the face of the results and its reliability, supported by the validation of instruments by experts, the rigorous analysis of the data and the contrast of categories and variables through triangulation.

Data analysis

In the analysis of the **organizational structure**, it is observed that the majority of respondents perceive communication within the company as effective, with 50% rating it as "Always". This positive result indicates a strong cohesion in the transmission of information. In addition, 72.2% of employees consider communication in their work teams to be "Always or Almost Always", which highlights a significant effectiveness in the management of difficulties and the use of emotional intelligence. However, there is room for improvement, as 33.3% of respondents select the "Almost always" option, suggesting opportunities to optimize internal communication. These results underscore the importance of strengthening the organizational structure by focusing on specific aspects of communication to further improve effectiveness and cohesion in the company.

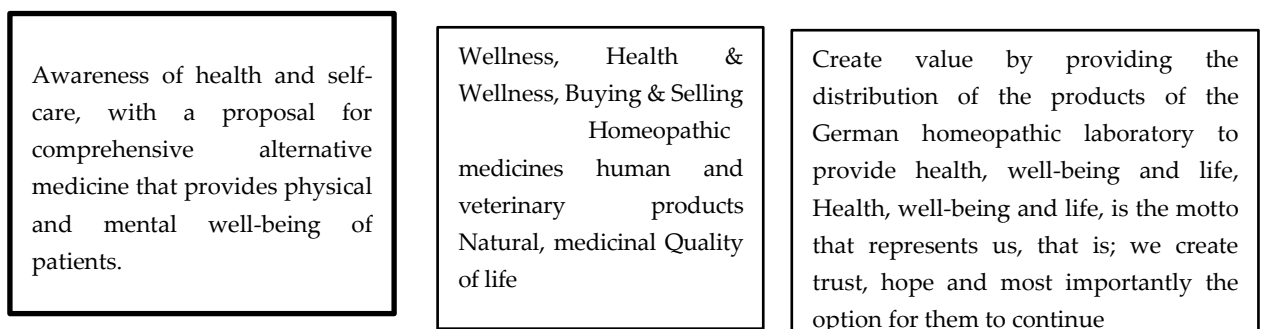
Soft skills: The expressive figure of 38.9% indicating that assigned tasks "Always" contribute to time management suggests that there is a palpable correlation between these tasks and time efficiency, showing how these daily activities positively impact productivity. Likewise, the presence of a solid 44.4% who experience these contributions "Almost always" reinforces the idea that the execution of tasks is linked to closely with effective time management. In terms of leadership, the results reflect a proactive attitude on the part of the staff, with a significant 38.9% stating that they assume their activities "Always", indicating a strong taking of responsibility in the working day. This predisposition is supported by 22.8% who do so "Almost always", showing consistent leadership in their daily roles. Participation in decision-making emerges as another crucial aspect, where a remarkable 44.4% collaborate "Almost always". This finding suggests an intrinsic connection between participation and productivity improvement, highlighting the importance of involving employees in decision-making to boost organizational performance. The connection between the quality of work and contributions to organizational improvement is presented as a key component. With 38.9% indicating that this relationship is constant and 44.4% mentioning that it is "Almost always", it stands out how the commitment to the quality of work translates into significant contributions to the continuous improvement of the organization. On the other hand, the objectives of teamwork, 50% who perceive that they are aimed at strengthening fluid communication "Always" reveals the importance assigned to effective cooperation. These results underscore the need to strengthen soft skills to consolidate time management, foster authentic leadership, boost participation, and ensure the quality of work in the organizational fabric.

Human Development and Equity: It is observed that the results are related to different dynamics, such as trust, perception of decisions and responses from superiors, motivation for creativity, autonomy, resistance to negative comparisons, perception of productivity, and management of changes and transitions in life. It should be noted that, in terms of interactions between peers, a duality stands out, with 38.9% experiencing trust or distrust "Sometimes" and another 38.9% mentioning that this happens "Almost always". Regarding decision-making, 38.9% feel that bad decisions generate doubts "sometimes", while 11.1% experience this connection consistently, indicating a constant negative relationship between decisions and work confidence. In terms of motivation for creativity, 44.4% feel motivated "almost always" when their skills are tested, suggesting a constant stimulus in challenging situations. The boss's reaction is a crucial factor, with 55.6% experiencing "ever" doubts in response to their questions, highlighting the importance of communication and leadership in the organization. Initiative and genuine interest in independent work are remarkable, as 44.4% show interest and carry out activities by themselves "Almost always", reflecting a proactive attitude. In relation to comparisons with others, 38.9% "Never" associate their failures with comparisons, highlighting a positive self-evaluation and the absence of feelings of inferiority. In terms of perception of productivity and age, 50% do not see a relationship, indicating that they have not stopped being as productive or better than before. Finally, in the life and transitions stage, 33.3% experience significant changes "Always" or "Sometimes", highlighting the diversity of experiences during moments of transition in the lives of employees.

RESULTS

Regarding interviews by employees:

Figure 3 As for the question: **What does your company create?**



Note: Own source

As for the question: **Who is your audience?**

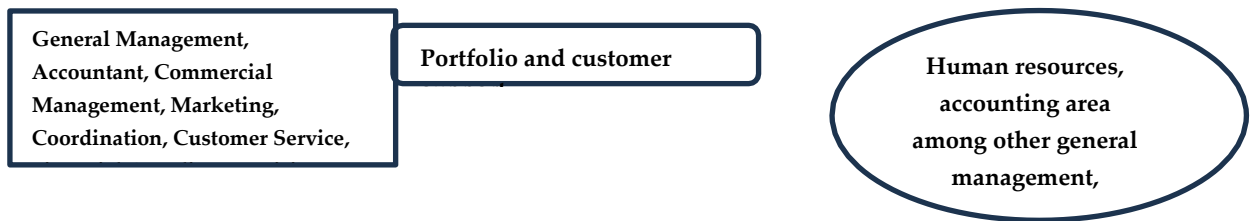
Employees responded as follows: "Co-workers, Consumers of natural and alternative medicine, Audience interested in well-tolerated products with minimal adverse effects, Health professionals and patients inclined towards natural and holistic therapies, who recognize the benefits of the use of bioregulatory medicine, Medical and veterinary community, People interested in a healthy lifestyle, Users of high-tech and quality biological medicines".

Continuing with the question: **How does your company make a difference?**

Here the employees responded as follows: "To offer innovative solutions with quality

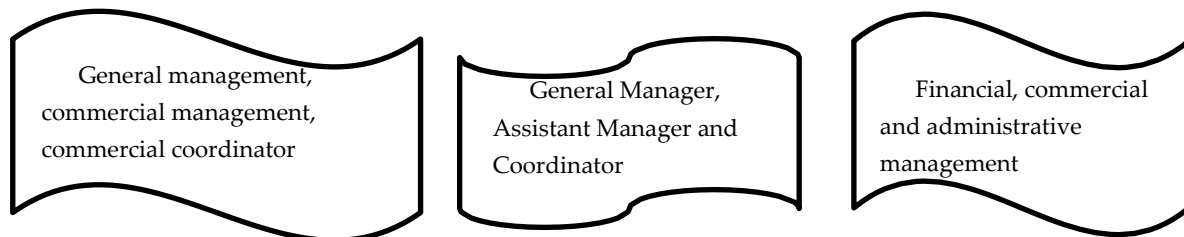
bioregulatory medicines, natural without side effects, with excellent benefits for the guarantee, Offering a service focused on the comprehensive approach of the external customer, taking into account three areas: pleasant attention, technical/scientific knowledge of medicines and generation of a link that allows customer loyalty, With customer service and exclusivity and price, the company makes a difference since it helps improve the quality of life of its patients, it is characterized by providing the distribution of products with all INVIMA records".

Figure 4 With the question: Describe the dependencies that exist in your company, employees respond



Note: Own source

Figure 5 With the question: Describe the dependencies that exist in your company, employees respond.



Note: Own source

With the question: **Describe the people who have a responsible scope of control in your company.**

Employees respond. "Tax auditor, accountant, financial coordination, sales coordinator, Carmen, Villera, woman, entrepreneur, noble, capable, Financial and accounting area, I can say that all in the group that make us part of the company we manage those areas, They are very responsible and clear when making decisions."

For the question: **The company has a clear policy that explains decision-making.**

Explain the answer. "If, since with this process an option is selected among several possible alternatives, through this process the pros and cons are evaluated and the optimal one is chosen to achieve the proposed objectives, I do not know the existence of administrative policies that are defined, we must establish criteria that allow us to continue improving the processes to obtain a clearer policy and favor the optimization of resources in decision-making, Control activities must be executed in all areas of the company. All personnel must comply with control activities in accordance with their attributions, through the organizational chart the levels to be followed are established to establish possible decision-making." With regard to the question: **How do you build employee loyalty with the company to develop their potential to the fullest?**

Explain your answer. "Good work environment, constant and effective communication,

offering flexibility and balance, valuing and recognizing the work done, providing opportunities for growth and development within the company; With loyalty, motivation and training, with respect and love, allowing the free development of the personality and the freedom to exercise work in the most comfortable way for the workers, always respecting the objectives and guidelines of the regulations, providing a good service. Currently there are no loyalty tasks for employees, it does not apply"

Regarding the question : **How do you express discomfort about something, for someone who is isolated from work and if you are listened to?**

Explain the answer. "Talking to the bosses in a respectful way I express the discomfort, if someone isolates themselves I try to talk to the colleague, looking for a way to collaborate and work as a team; talk to the person directly involved to see how it can be improved; I keep silent, I don't bother for that reason, but when I need to talk to someone from my work, I am listened to; In the company there is an excellent work environment, in 20 years I have not seen or heard anything."

With the question: **When you tell your boss about a situation, you are impartial to the comment.**

Explain the answer. "I try to be one with the objective of an improvement plan for the team and that it does not affect interpersonal relationships; whenever possible, I am very direct and specific; I am free from prejudice, and I do not do it before acting; I am sincere with the situation, Integral; Sometimes, depending on the situation or topic; No. They always listen; I'm not. Any situation that arises in my job is important and I must take responsibility; No, I always have arguments or data to back me up; I don't understand the question."

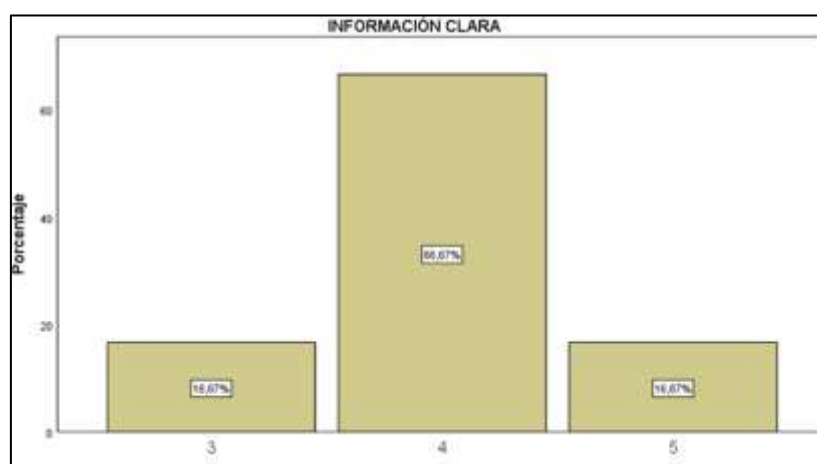
Results of the questionnaire applied to employees and collaborators.

Compared to the variable of soft skills.

DIMENSION 1: COMMUNICATIVE

Figure 6 shows a clear trend in "Almost always" where 66.7% of respondents mention having clear, safe and assertive information, allowing them to highlight social skills. However, 16.7% mention that "Sometimes" the information is clear, safe and assertive.

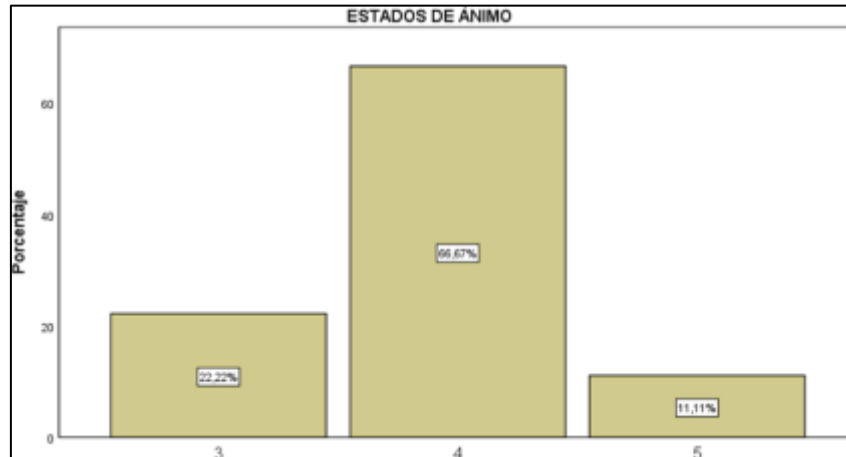
Figure 6 The information is clear, safe and assertive, allowing and highlighting your social skills



Note: Own source. In original Spanish language.

Figure 7 shows a clear trend in "Almost Always" where 66.7% of respondents mention that they have mood regulation; Motivation; Optimism in the face of frustrations. However, only 22.2% mention "Sometimes", which indicates that there is more emotional management on the part of employees.

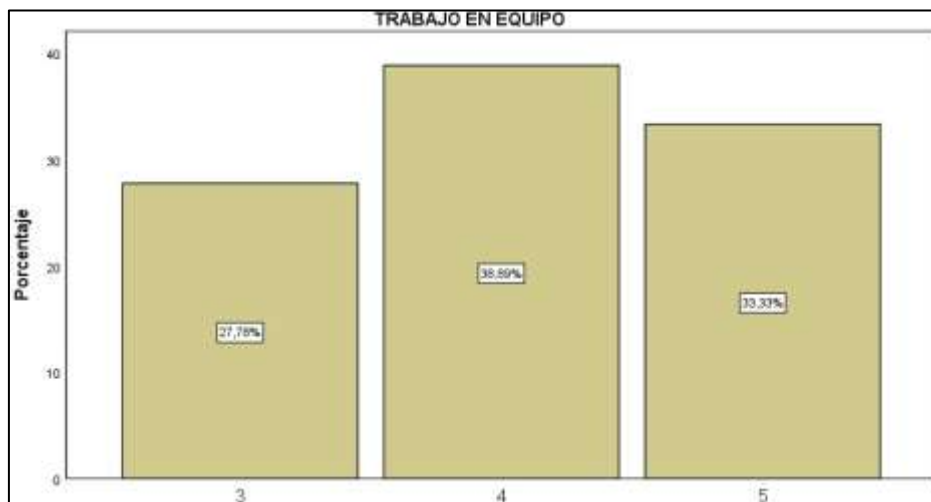
Figure 7 Mood regulation; Motivation; Optimism in the face of frustrations.



Note: Own source. In original Spanish language.

Figure 8 shows that 38.9% "Almost always" of respondents enjoy working with other colleagues or simply working alone and 33.3% of them "always" prefer to work with other colleagues and simply work alone. However, 27.8% mention that they only "sometimes" prefer to work with other colleagues or simply work alone.

Figure 8 I enjoy working with other colleagues or just working alone.



Note: Own source. In original Spanish language.

DIMENSION 2. MANAGEMENT

Figure 9 shows the respondents' perception of the effectiveness of the activities planned to strengthen the organization. A significant 50% of the participants indicate that these activities are carried out "Always", 16.7% mention "Sometimes", suggesting a solid commitment to the constant implementation of activities to strengthen the organization and revealing a relatively low proportion of individuals who perceive an intermittent execution of the activities.

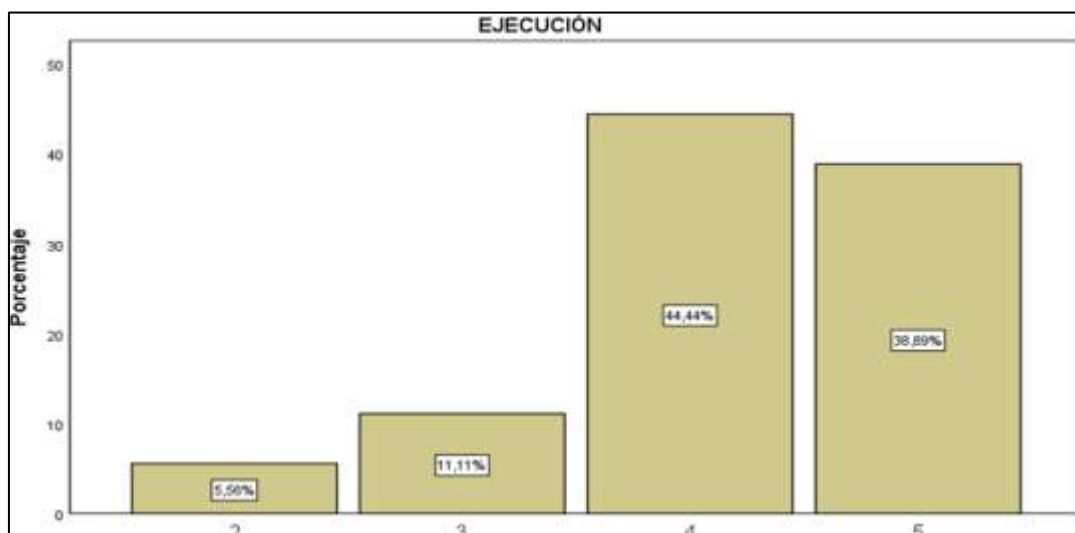
Figure 9 The activities planned for work strengthen the organization.



Note: Own source. In original Spanish language.

Figure 10 With a remarkable 38.9%, a substantial proportion of respondents indicate that these tasks always contribute to effective time management. Additionally, 44.4% of the participants state that these tasks occur "Almost always". This result reinforces the idea that task execution is closely related to time management in the company, as a significant proportion perceive this connection consistently, finish

Figure 10 As for the execution of tasks, they help to manage time in the organization of the company.

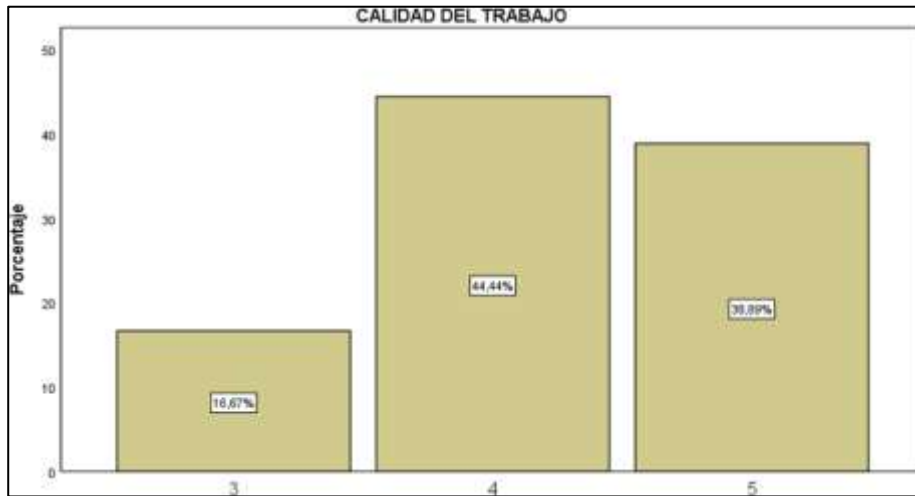


Note: Own source. In original Spanish language.

DIMENSION 3. JOB SATISFACTION

Figure 11 highlights the respondents' perception of the relationship between the quality of work in organizations and the contributions they make as employees to contribute to the improvement of the organization. 38.9% of respondents indicate that it is linked "Always", 44.4% mention "Almost always", 16.7% of respondents indicate "Sometimes". This data suggests that some respondents perceive an occasional relationship between the quality of work and contributions to improve the organization.

Figure 11 The quality of work in organizations has to do with the contributions, which as an employee you contribute to the improvement of the organization.



Note: Own source. In original Spanish language.

DIMENSION 4. TEAMWORK

According to Figure 12, a significant 50% of the respondents maintain that the objectives of teamwork are aimed at strengthening fluid communication "Always", 38.9% mention that "Almost always" it occurs, 11.1% indicate that it occurs "Sometimes", therefore, most of the respondents experience an almost constant connection between the objectives of teamwork and the strengthening of fluid communication. However, some respondents perceive an occasional relationship between teamwork goals and improved fluid communication.

Figure 12 The objectives of teamwork are aimed at strengthening fluid communication.



Note: Own source. In original Spanish language.

According to Figure 13, 27.8% of those surveyed indicate that when proposing soft skills at the service of the company, clear objectives are achieved "Always", 61.1% mention that it is given "Almost always", 11.1% of those surveyed indicate that it is given "Sometimes". Therefore, the majority of respondents experience an almost constant connection between the application of soft skills and the achievement of clear objectives in the organization, while some respondents perceive an occasional relationship.

Figure 13 When you propose soft skills at the service of the company, clear objectives are achieved in the organization.

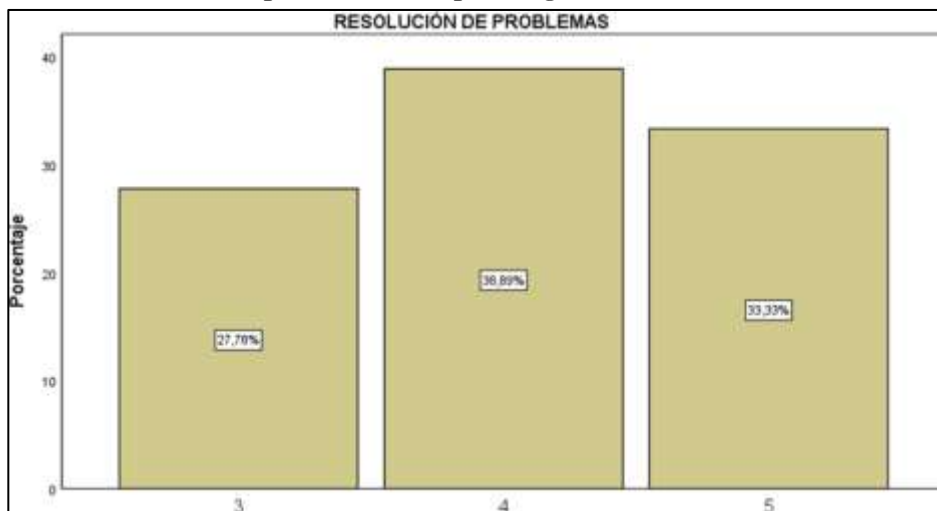


Note: Own source. In original Spanish language.

DIMENSION 5 PROBLEM SOLVING

According to Figure 14, 50% of those surveyed mention that they "almost always" take problems as their own and put willpower to improve them, 11.1% mention "Always", 33.3% indicate "Sometimes". This finding suggests that half of the participants adopt a proactive and engaged attitude to address challenges in the company, actively seeking solutions and improvements, while other respondents choose to address problems on an occasional basis, depending on the context or nature of the challenge.

Figure 14 Do you take the problems that arise in the company as your own and put Will power into improving them?



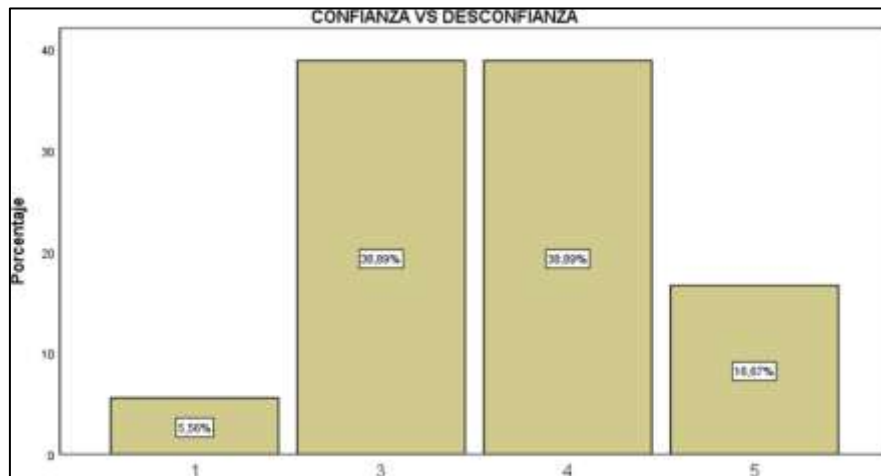
Note: Own source. In original Spanish language.

Results of the questionnaire applied to employees and collaborators. Against the variable of human development and equity.

I. TRUST VS DISTRUST

Figure 15 shows that 38.9% of the respondents indicate that activities between peers are carried out "sometimes" from a relationship of trust or distrust, another 38.9% mention that they are developed "Almost always". This response suggests that there are times when you experience both trust and distrust in peer interactions.

Figure 15 The activities carried out among their peers do so from the relationship of trust and distrust.

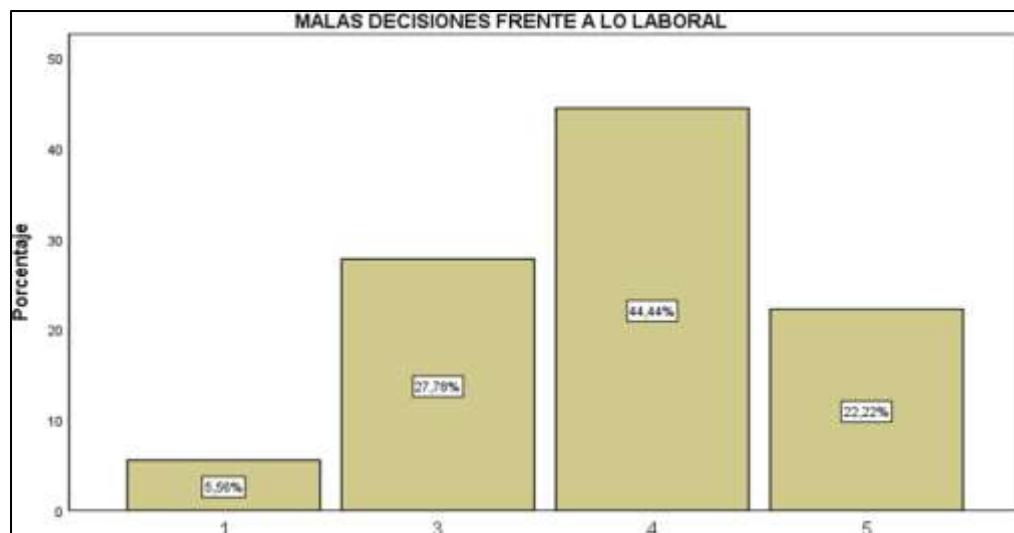


Note: Own source. In original Spanish language.

II. AUTONOMY VS DOUBT

38.9% of respondents indicate that "Sometimes" bad decisions trigger doubts about work, 11.1% mention that "Always", these answers suggest that there are specific times when decisions perceived as deficient generate insecurity or uncertainty among employees and there is even a group that consistently experiences a negative connection between the decisions made and their confidence in the work environment.

Figure 16 Bad decisions trigger doubt about work

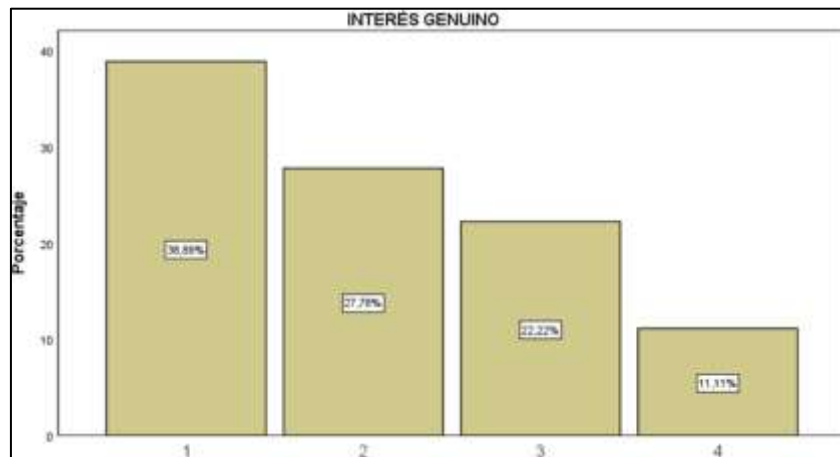


Note: Own source. In original Spanish language.

III. INDUSTRIOUSNESS VS INFERIORITY

Figure 17 indicates that 44.4% of respondents indicate that they "almost always" show genuine interest in the way things work and try to carry out activities themselves. 5.6% mention that they "almost never" show genuine interest in how things work and rarely try to carry out activities themselves.

Figure 17 You show genuine interest in how things work and try to carry out many activities on their own.

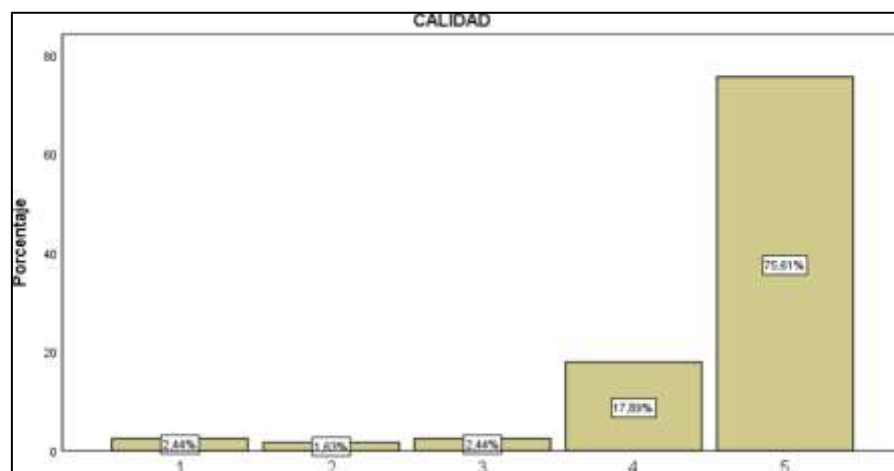


Note: Own source In original Spanish language.

Results of the questionnaire applied to clients Compared to the variable organizational structure.

The survey carried out on the perception of customers regarding the quality of the company's service (Figure 18) reveals mostly positive results, 76.9% of respondents affirm that "Always" the quality of service is excellent, 17.9% consider that "Almost always", 1.7% express "Almost never" the service is excellent. This indicates that dissatisfaction is minimal, supporting the idea of generally high quality of service and that there is room for incremental improvements in service delivery.

Figure 18 The quality of service is excellent.

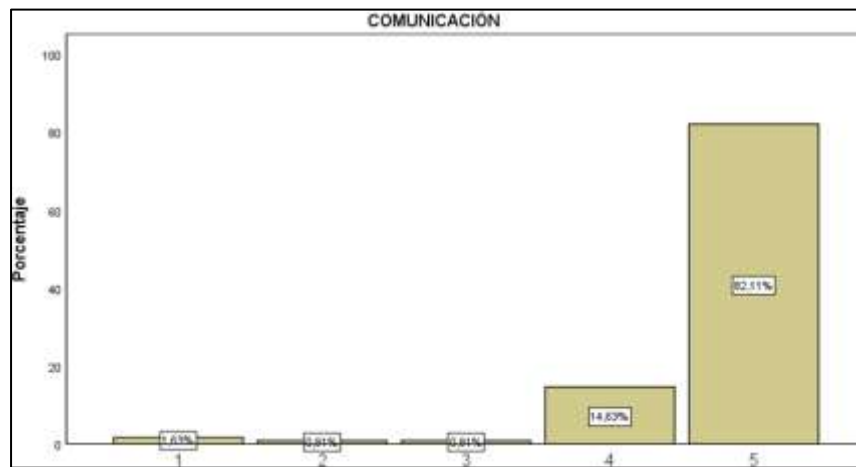


Note: Own source. In original Spanish language.

Compared to the variable soft skills

Figure 19 shows assertive communication and immediate attention when requesting an order that reveals a positive outlook on the part of customers, 82.2% of respondents perceive it as "always", 15.3%, "Almost always" In contrast, the low percentages of responses in the categories "Never" (0.8%), "Almost never" (0.8%), and "Sometimes" (0.8%) indicate a low incidence of problems in communication or immediate attention. suggests that these aspects could be improved to raise the level of satisfaction among customers.

Figure 19 When you request an order, you are attended to with assertive communication and immediately.

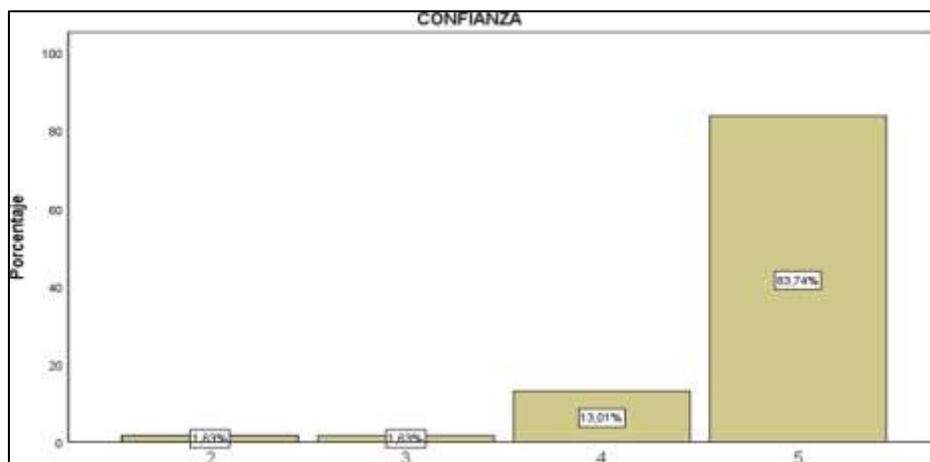


Note: Own source. In original Spanish language.

Faced with the human development variable

Figure 20 shows the confidence that customers have in the service acquired, which is reflected in the attention provided by the company. 84.9% of respondents support the statement, indicating that "Always", 11.8% "Almost always", "Sometimes" 1.7%, "Never" (0%) The results denote that, although there are aspects to improve, customers trust that the company will provide the necessary attention.

Figure 20 The confidence in the service acquired is reflected in the attention of the company's employees.

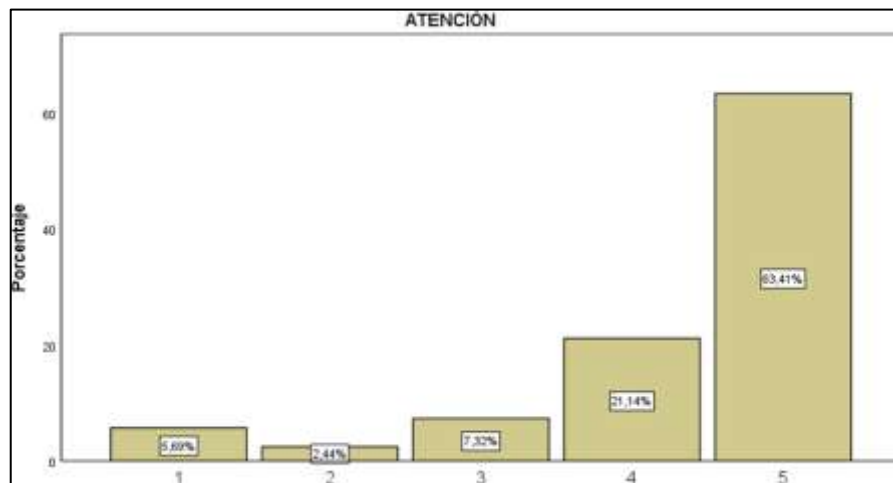


Note: Own source In original Spanish language.

Compared to the equity variable

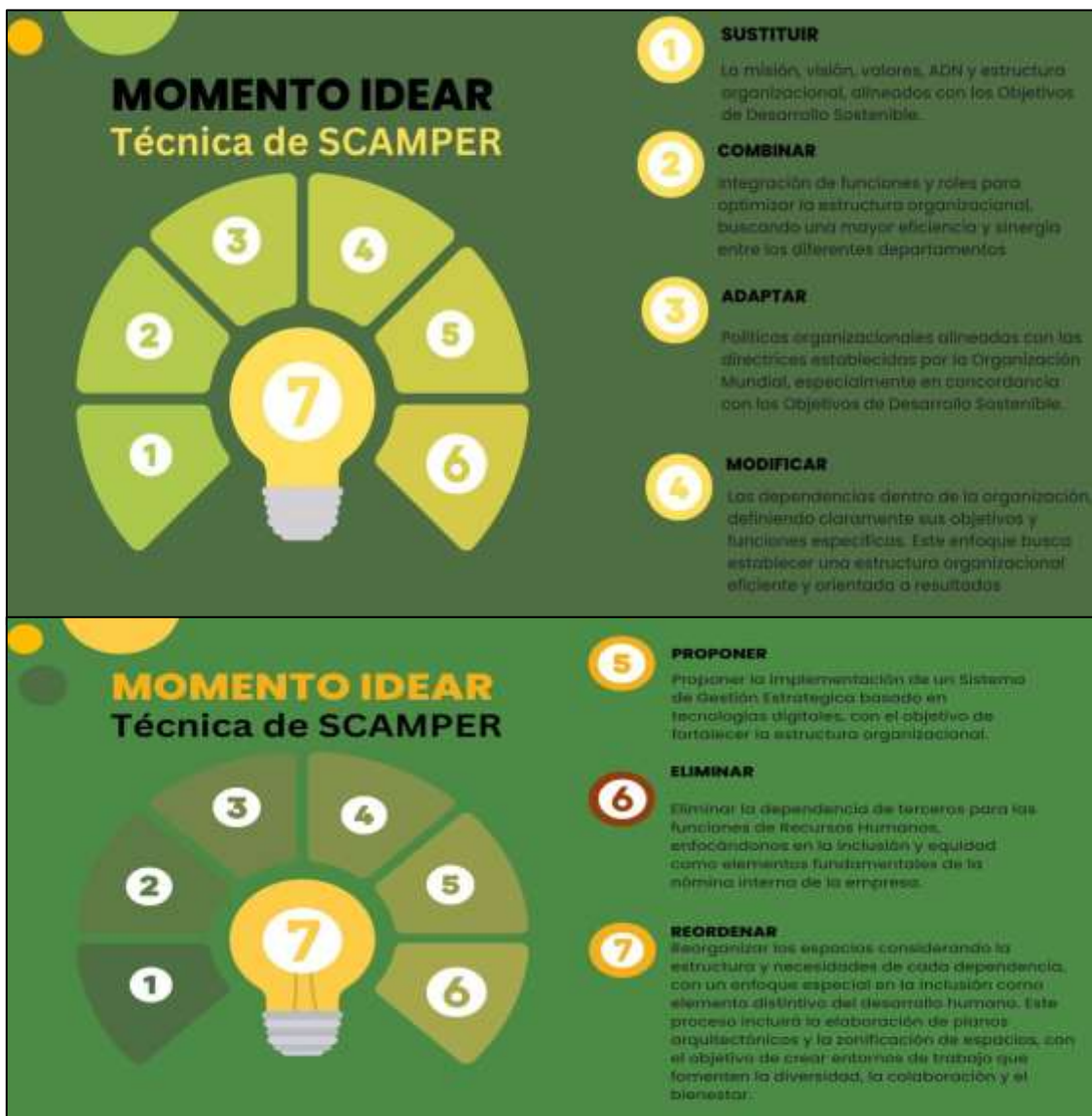
Figure 21 shows that, for the most part, customers feel listened to when they express their dissatisfaction with the service received, "Almost always" 20.8%, "Sometimes" 7.5%, "Almost never" 2.5% and "Never" 5% denote a total of 35.8% of respondents who indicate that there is room for improvement, perhaps customers do not feel confident to express themselves when they feel that they are being poorly served or when they express their dissatisfaction, They note the lack of attention to their customer complaints is relatively low. Once this analysis is finished, this moment is applied, through the technique the idea is chosen, to reach the fourth prototypical moment. See Figure 3. Time to ideate. Technique of (SCAMPER).

Figure 21 When you are being poorly served, you express what you feel in the company and you are heard.



Note: Own source . In original Spanish language.

Figure 22 Time to ideate. Technique of (SCAMPER).



Note: Own source . In original Spanish language.

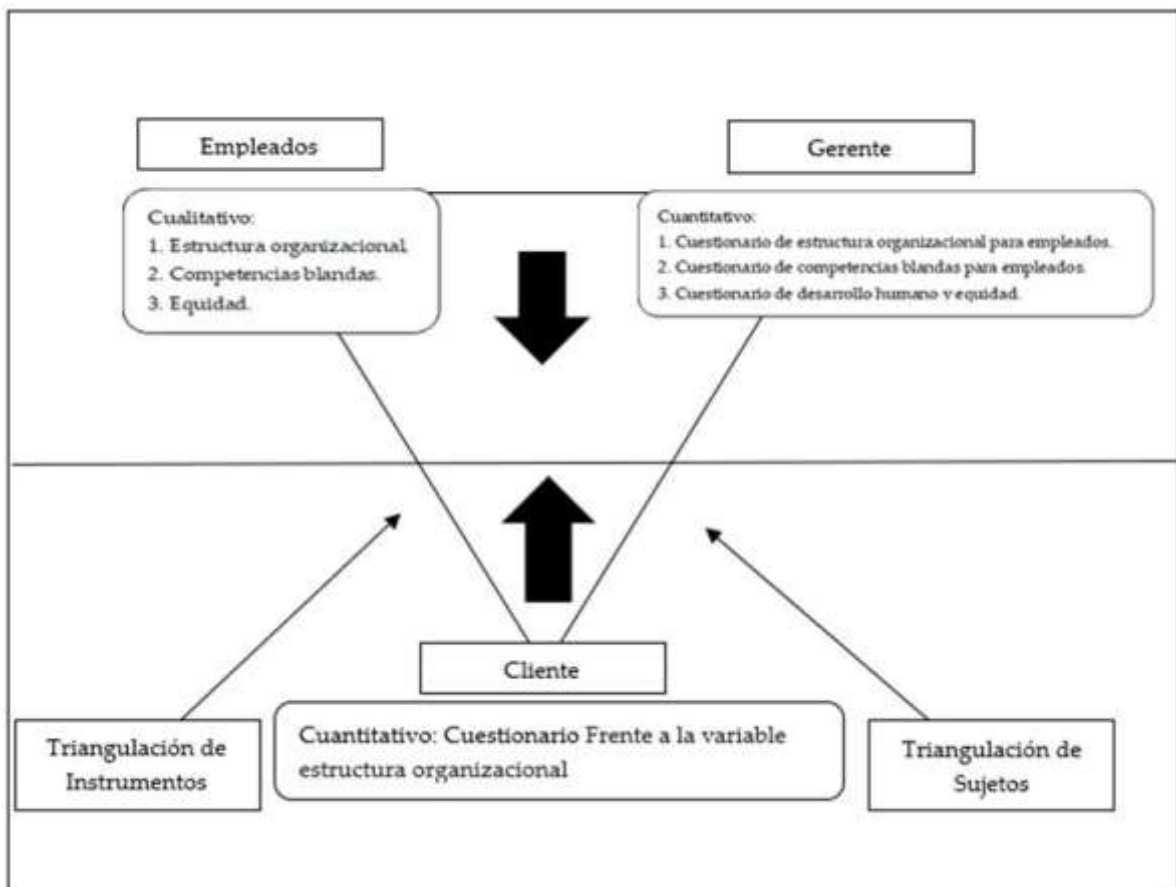
Figure 23 Triangulation of the instruments applied

NO	CATEGORIES & /O VARIABLES	EMPLOYEES	CLIENTS
2	Organizational structure	<p>Employees responded as follows: "Co-workers, Consumers of natural and alternative medicine, Audience interested in well-tolerated products with minimal adverse effects, Health professionals and patients inclined towards natural and holistic therapies, who recognize the benefits of the use of bioregulatory medicine, Medical and veterinary community, People interested in a healthy lifestyle, Users of high-tech and quality biological medicines". Although they identify the organizational structure of the company, they still do not know what the function and role of each agency is.</p> <p>Time management and planned activities with 38.9% indicating that these happen "sometimes".</p>	<p>To offer innovative solutions with quality bioregulatory medicines, natural without side effects, with excellent benefits for the guarantee, Offering a service focused on the comprehensive approach of the external client, taking into account three areas: attention</p> <p>Technical/scientific knowledge of medicines and generation of a link that allows customer loyalty, with customer service and exclusivity and price.</p> <p>76.9% of respondents say that "always" the quality of service is excellent, 17.9% consider that "Almost always", 1.7% express "Almost never" the service is excellent.</p>
3	Soft skills	<p>With this process, an option is selected among several possible alternatives, through this process the pros and cons are evaluated and the optimal one is chosen to achieve the proposed objectives, I do not know the existence of administrative policies that are defined, we must establish criteria that allow us to continue improving the processes to obtain a clearer policy and favor the optimization of resources in decision-making, control activities must be executed in all areas of the company, Internal communication, with 61.1% of employees mentioning that soft skills "almost always" for the success of the Collaborative work</p>	<p>Customers feel heard when they express their dissatisfaction with the service received, "Almost always" 20.8%, "Sometimes" 7.5%, "Almost never" 2.5% and "Never" 5%</p>

4	Human development and equity.	<p>Good work environment, constant and effective communication, offering flexibility and balance, valuing and recognizing the work done, providing opportunities for growth and development within the company; With loyalty, motivation and training, with respect and love, allowing the free development of the personality and the freedom to exercise work in the most comfortable way for the workers, always respecting the objectives and guidelines of the regulations Providing a good service.</p> <p>In human development and equity, 38.9% of employees mention that "almost always"</p>	<p>The company makes a difference since it helps improve the quality of life of its patients, it is characterized by providing the one that "Always", 11.8% "Almost always", "Some distribution of products with all the INVIMA records The customers in the service acquired that is reflected in the care provided by the company. 84.9% of respondents support the statement, indicating "1.7%", "Never" (0%)</p>
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Note: Own source

Figure 24 Triangulation of the instruments applied



Note: Own source. In original Spanish language.

DISCUSSION

1. Relationship of the results with the objective, research question:

In relation to the established objective and research question ("Design innovation strategies to strengthen the organizational structure based on soft skills, a view from human

development and equity"), the organizational structure was designed taking into account the hierarchy that covers from general management (which includes aspects such as the organizational horizon, the mission, vision, policies and values), the tax auditor, the coordinators, the assistants, the portfolio manager, the marketing and communications area, the commercial supervisor, the customer service representative and the sales representatives (doctors and veterinarians). Soft competencies were addressed, such as leadership, management (which includes planning), quality at work, communication and cooperation, as well as aspects related to human development and equity, such as trust versus distrust, decision-making, job doubts, skills and abilities, and curiosity and motivation in the workplace

2. Comparison with the studies described in the introduction:

In this project, the relevance of the categories and variables of study was observed by detecting an evident weakness in the organizational structure of the company Hermanos Villera S.A.S. As is common in any organization, knowing its hierarchy allows for better planning of functions, roles, and responsibilities, as pointed out by Goleman (1995) and Mayer et al. (2000). Strengthening the organizational structure by improving the quality of relationships, communication, the work environment, resilience and organizational agility is essential to strengthen teamwork and face the challenges of the new millennium.

Likewise, in line with the ideas of Vallejo (2019), it is imperative to consider the work performance of employees in each specific area, which allows them to intervene effectively in interpersonal, interorganizational, and group relationships.

On the other hand, following the reflections of Pardo (2007), in the current business context it is crucial to continuously train and train employees to ensure the provision of a quality service. Working on the affective, cognitive and expressive dimensions influences the development of services with human quality, which is reflected in good work performance.

3. Interpretation of the results:

In the results obtained, a positive trend stands out in the study variables for the company Hermanos Villera S.A.S., which is linked to the continuous improvement in its organizational structure. Regarding internal communication, a percentage of 33.3% is observed, which indicates an aspect that requires attention.

In relation to soft skills, a need for greater leadership is identified, with a percentage of 38.9%. This points to the importance of promoting a proactive attitude among staff, who assume their responsibilities responsibly during the working day. In addition, it is observed that a similar percentage, also 38.9%, shows a lack of recognition towards the connection between the quality of work and its contribution to organizational improvement.

Finally, when it comes to human development and equity, 50% of respondents do not perceive a relationship between productivity and age, suggesting a neutral perception in this regard. However, the other half may experience discouragement due to their age and how this affects their productivity. In addition, 11.1% show a consistent connection between bad decisions and job confidence.

In summary, these results reflect areas of opportunity in the company that can be addressed to promote a more effective and equitable work environment, as well as to foster staff development and improve their performance.

4. Implication of the study:

The practical implications of this study are the contributions that the researchers have found to offer solutions through a prototype called digital educational magazine. This

prototype presents the answers to the problems identified in real contexts. In addition, from the theoretical point of view, a theoretical and epistemic foundation was carried out in order to provide knowledge and promote a deep reflection on the variables and categories of study.

This research will have a significant impact on employees, customers, and communities, as the application of this innovation will be reflected in a variety of ways. Therefore, this study is expected to contribute positively to the development and improvement of working practices, as well as to growth and innovation in the organizations involved

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