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## Characteristics of a pedagogical strategy for the development of an innovative organizational culture

**Vanessa Panesso Patiño, Phd**

<https://orcid.org/0000-0001-5850-0110>

Institución Universitaria Antonio José Camacho

**Lidisbeth Cardoso Camejo, Phd**

<https://orcid.org/0000-0002-2323-0832>

Universidad de Ciencias Pedagógicas Enrique José Varona

**Jairo Panesso Tascón. Mg**

Universitaria Antonio José Camacho

### Abstract.

The article is about the characteristics of a pedagogical strategy for improving professional and human for the transformation of an organizational culture in correspondence with the current demands of education in contemporary Colombian society. The methodology of the article is a study descriptive-observational and of a mixed nature, insofar as it operated with quantitative and qualitative data. The data collection instruments is the observation of performance, survey coordinators and teachers. The result of the study is the implementation of the pedagogical strategy contributed to the socialization and appropriation of institutional values, to reinforce dynamics of teamwork and improve the systems of communication. The conclusion is pedagogical strategy is valid according to the results of the application in practice, its use being possible and achieving better results in improving human and professional educational managers, which manifests itself in the organizational culture of the Antonio José Camacho.

Keywords: organizational culture, pedagogical strategy, innovation, professional and human improvement.

### 抽象.

這篇文章是關於提高專業和人力的教學策略的特徵，以根據當代哥倫比亞社會當前的教育需求來轉變組織文化。本文的方法論是一項描述性觀察性研究，具有混合性質，因為它使用定量和定性數據進行操作。數據收集工具是對績效、調查協調員和教師的觀察。該研究的結果是實施了有助於機構價值觀的社會化和挪用的教學策略，以加強團隊合作的動力並改善溝通系統。結論是，根據實踐中的應用結果，教學策略是有

效的，其使用是可能的，並在改善人類和專業教育管理者方面取得更好的結果，這體現在安東尼奧·何塞·卡馬喬的組織文化中。

關鍵詞：組織文化、教學策略、創新、專業和人力改進。

## 1. Introduction.

This research focuses on the professional and human improvement of actors of the University "Antonio José Camacho", public company with great experience in the city of Cali and with good recognition in the industry. The institution in the year 2012, promotes a new pedagogical model that would allow the auto maintenance and the permanence of the institution for the next years. Change that has created contradictions in the development of organizational culture, and the lack of measurement or previous study on the subject. Why is established the relationship of human and professional improvement and organizational culture. The network carried out theoretical investigations and the systematization of the results of other authors, as well as empirical inquiries into the subject network.

Therefore, the road that crosses the Colombian educational system is important to dominate every problem and the preparation at organizational culture is a key factor for a successful direction of the pedagogic

process. In order to define pedagogical strategy proposed it is necessary to consult the literature available about strategies.

It confirms that different scholars of education have contributed to strategy as proposed solutions to problems in educational systems, among them are: Añorga (2012-2020), Valcárcel (1998), Ponce (2005) Valley (2007-2012), García (2008), Barbon (2014) Báez (2015), Tamayo (2015), among others. Research conducted by the author of the thesis is known that at the beginning of the 20th century, the use and application of this term begins to develop in the educational process, as well as in other branches of the economy and the direction, demonstrating in pedagogy indistinctly communication strategies, interventional, improvement, learning, educational, pedagogical, didactical, influencing system influences in general, as a transformer and developer.

For the author, approaching the position taken by different researchers on the term strategy, the theoretical study of

their definitions. Añorga (1997), referring to the strategies States that its purposes relate to the needs of environmental changes, organizational capacity and rationality in actions; so, it requires to define first its mission or objective.

*Añorga (2010) proposes:*

*the advanced education defines strategies as conceptualizing forms, other strategies, technologies, tools, methods, in which you must sort action for the attainment of certain objectives in short, medium and long term, explaining in its letter, the safety objectives which are the factors of the environment that will be handled.*

The professional improvement and human manifesto in the transformations that occur in the University institution allows it deepens in the values for a knowing being and living together of the directors to be aware of their difficulties, aspiring to resolve them and shown in their performance where they show qualities of the process aimed at the creative and integral.

## 2. Methodology.

It's a descriptive study with quantitative and qualitative data. Used in the study is parameterized as a procedure that is required for the execution of educational research, this same allows the determination of the variable and dimensions.

*Añorga (1998-2020):*

*concerns that the parameterization process allows to derive the analysis of the object or field of study in the research with measurable or observable elements enabling assessment or issue of value judgments about the level or development of the phenomenon or investigation process.*

As a result of the study, the variable, five dimensions, which made it possible to know the status in preparation at organizational culture in the University institution, Antonio Jose Camacho were determined.

For the parameterization of the variable of this research, was taken as reference the results of the study of a significant group of researchers, which include a: Añorga (2014 -2020), among others, at the same time theoretical inquiries were made to Colombia.

Taking as starting point the variable: part of the object of study because they belong to the field of action, organizational culture, proceeded to the determination of the dimensions.

Taking as a starting point the variable: organizational culture. Variable and dimensions that penetrate the object

of investigation (human and professional improvement process):

Dimension identity: The author assumes in this dimension as a referential frame the Colombian social system, so it contextualizes a: the projection of the institution, the ideology with its standardization and decision-making.

Communication dimension: according to the author, this dimension expresses actions that encourage a participatory role in the pedagogical process, communication between management, staff and students, as well as treatment to the diversity of subcultures.

Dimension values: the author in this dimension takes as its framework the implementation of the principles, values as the main methodology and institutional myths, in particular religion, beliefs, symbols expressed in the interrelation between material and immaterial goods.

Dimension relationships: in this dimension, was assessed the degree of contribution to develop the relevance to the theory of the advanced education, as well as the level of preparedness for conflict management and resolution of problems that arise in the institution, to opinions of the author expressed in cultural differences, as well as different subcultures.

Interaction with the environment dimension: taking into account the level of stimulus to the development of individual projects of professional and human improvement, guidance for overcoming, the identification of irradiation of positive behaviors of drivers and students.

The population and sample: of a population of 73 full-time teachers and 42 officers, a sample was taken to 100% of managers.

## 2.1 Data collection instruments.

The research is based on the materialist dialectic approach. It's assumed in a scientific manner the methods, techniques and procedures, on the basis of which expresses the relationship between analysis and synthesis, induction and deduction, and the process of the concrete real to the abstract and from this to the concrete thought.

Online inquiries following the theoretical level methods were employed:

Systematization: Was used to organize the knowledge acquired through professional performance of the author and the literature, establishing relevant relationships between the two.

Modeling: Allowed explain reality through abstractions created and reveal the essential relationships between the

object of study, as well as it made it possible to explain the logic of the process and scope through the variable, dimensions and indicators. It is applied in the development of the pedagogical strategy and in the structuring of the components.

On the empirical level inquiries network were used:

Observation to the performance: to identify achievements and shortcomings in the human and professional improvement of actors who affect and are presented in the organizational culture of the University institution, Antonio José Camacho, which contributed to the characterization made, both at an early stage and output in the investigative process.

Document review: we studied various documents as the pedagogical model and plan development, where different potentials and inventory problems were extracted. Statistical methods: for the processing of data obtained, we used the percentage calculation and the descriptive and inferential statistics.

## 3. Analysis of the results: Observation and document review.

The results of the observation to the professional performance of teachers – managers of the Antonio José Camacho University institution.

The dimensions of the variable under study behaved at a high level after applied the proposal.

To see the return of the variable the Chi-square goodness of fit test is selected.

Test Chi square goodness of fit, with a significance level of  $\alpha = 0.01$ , i.e. 99.9% reliability. Using the formula for the calculation of Chi square ( $\chi^2$ ):

$$\chi^2 = \frac{[(A - D) - 1]^2}{A + D}$$

The value of Chi square ( $\chi^2$ ) is of 6,634.

Where:

A: is the amount of actors of the University Antonio José Camacho with positive changes in the human and professional improvement for the development of organizational culture.

D: is the amount of actors of the University Antonio José Camacho without positive changes in the human and professional improvement for the development of organizational culture.

The assessment of the results of the change that occurred in the human and professional improvement of the actors of the University Antonio José Camacho for the development of the organizational culture.

### 3.1 Results of the document review.

In the review carried out by the author in his object relationship - action field it was found that:

Within the University institution, will find new offices, new charges which brings new procedures, processes and new ways of working. The pedagogical model of the University Antonio José Camacho demonstrates the new mission, vision and new strategic axes and new institutional principles. Describes the history of the institution, the part of regionalization, internationalization and budget.

Obviously, the growth of the institution from 1970 to date, not only students, teachers and administrative staff but also the places where it has been located initially the Institute, beginning the Institute with an endowment of laboratories He rented two own headquarters that were headquarters San Roque Marco Fidel Suarez headquarters in the year of 1996, already at the time was a student population of 750 people, and in the year of 1998 in the first headquarters (San Roque) was the first library of the Institute.

In terms of language and philosophy of the publications can say that it is a friendly, not very technical language to make it understandable for anyone who reads it, speeches while they were Rector at no time reflected some kind of superiority hierarchical.

Emphasizes that there are bulletins are expressing the opinion of the author or authors, as there are others which are more methodical and required that certain topics that not for all were very understandable.

Regarding the bulletins, this was born on October 7, 1996 with the name of ITM = E + D in this first edition highlighting the phrase "education with quality at the service of society forming professionals for development" and justified the birth of the newsletter as a body of broadcasting that was projected as a means of communication and guidance to the community then Institute.

In the process of diagnosis, it was necessary to analyze as part of the document review of the records of the executives - teaching your resume, making the career managers, noting the rotation on various charges of address and the main difficulties that influenced the results of the teaching evaluation. A sample of 42 records

and professionals assessments carried out 42 managers for a 100% representative was taken.

You can corroborate main difficulties:

- ✓ It does not reflect preparation alternatives that will allow the professional and human improvement of the actors of the institution for the development of organizational culture.
- ✓ Not in all the plans relate to the actions of socialization of the regulations of the institution.

Potentials of the University.

Stands out as potentials as follows:

- ✓ Most of the managers-teachers possess professional prestige, appropriate personal presence and conduct citizen.
- ✓ The number and location of headquarters of the institution.
- ✓ The processes of quality and accreditation that come ahead, which redound to the benefit of academic quality.
- ✓ The growth of technology in the areas of training.
- ✓ The quality of teachers.
- ✓ Creation of the Foundation with their external projects.
- ✓ Level of development of the symbols.

### 4. Qualities of the strategy.

The pedagogical strategy has the qualities that distinguish it:

The essential strategy relations are expressed in the dialectic which must accompany its indicators and instruments: human, communicative, participatory, democratic, agreed, dialogic, transformer and systemic.

The qualities that are cultivated in the men must have a controllable, measurable and quantifiable effect in the longer or shorter term. This means that when measuring the effect on the social environment that has professional behavior, human, labour, involves measuring quantitatively.

A significant element in the structure of the pedagogical strategy is precisely their mission and vision which are assumed acting educational model in the University:

Mission: The University institution, Antonio José Camacho is a public entity, committed to excellence Integral training in different levels and higher education methodologies; contributing significantly to the advancement of the science, technology and culture, the socio-economic transformation and development of the region and the country.

#### 4.1 Structure of the pedagogical strategy.

The pedagogical strategy has a systemic, simple, affordable and based structure scientifically as shown below.

The pedagogical strategy of human and professional improvement of the actors of the Antonio José Camacho institution for the development of organizational culture is structured from the following stages: definition, planning, execution and evaluation. Below are the goals and actions of each stage.

##### Stage 1. Inventory of problems.

This stage aims: characterize the organizational culture.

- ✓ Awareness: initial activity for the motivation and conviction of participants to incorporate, reflection with the collaborator.
- ✓ Exchange of experiences: discussion and analysis of the pedagogical strategy.
- ✓ Determination of problems: with the application of observation to the performance for triangulation and inventory problems.
- ✓ Characterization: Organizational culture to know their current status, which will allow more accurately identify problems in the preparation which should be taken care by overcoming these.

##### Stage 2. Planning.

This stage aims to: determine the forms of the advanced education, goals, content, methods and means to be used, looking for commitment to the implementation of the actions of preparation work for the development of culture Organization of Antonio José University Institution.

They were proposed and planned: courses, workshops, conferences and debates.

Courses or activities:

- ✓ Workshop 1: organizational culture in the University institution, Antonio José Camacho.
- ✓ Workshop 2: reflections on institutional needs and data collection.
- ✓ Workshop 3: type of experiential or experiential methodology with the population to work.

- ✓ Workshop 4: preparation for sensitization to enabling teachers or employees to conduct the training program through human talent plans.

##### Stage 3. Execution.

It is the stage of materialization of the pedagogical strategy proposed.

This stage aims to: execute the actions of preparation by applying the advanced education forms, designed for the professional and human improvement of players in the Antonio José Camacho.

This stage was structured from the following actions:

Assurance conditions: material and human needed.

##### Stage 4. Evaluation.

The evaluation to generate conclusions and make proposals for actions to improve both the strategy and any of its procedure.

#### 5.Results.

As a result of the study analysis: the process of improving professional and human, through the application and realization in practice of the pedagogical strategy. During the last 4 years to 13 executives - teaching selected and characterized previously.

Preparation began during the academic year 2019 and the application of preparation and stages of the proposed strategy, which made it possible to be to obtain superior achievements in the University institution, in correspondence with the dimensions: identity, values, communication, interpersonal relationships, interaction with the environment, all closely related to the improvement of professional and human, object of study. Deeply analyzed the faculty not incorporated into research teachers. Are example managers and research topics that correspond to the problems that most affect the quality of the University Antonio José Camacho, including the themes presented and discussed where expectations are exceeded and the methods and management styles. They use the possible organizational forms, designed to develop in students, faculty, family and community partnerships, dialogue, the group reflection and debate.

#### 6.Discussion.

The integration of the assumed fundamentals allowed identify relations and essential components of the pedagogical strategy and reaffirm the contribution to teaching science, from identification and relationship between dimensions and indicators that manifested in the

development of the organizational culture of the University Antonio José Camacho.

## 7. Conclusion.

The study to the development of organizational culture, made it possible to identify the distinctive elements in the University Antonio José Camacho, the theoretical livelihoods in the theory of the advanced education, the relationship between the principles and the organizational culture and, specifically, in the University Antonio José Camacho.

Applied methods allowed the preparation in the University institution organizational culture diagnosis Antonio José Camacho, the main professional and human problems of teaching managers, which allowed to determine the dimensions with greater affectation: values, communication and interpersonal relations.

The pedagogical strategy for improving professional and human proposed was structured in accordance with the dimensions that have been studied in the research to the problems identified and organized from the alternative proposals for the advanced education.

Pedagogical strategy is valid according to the results of the application in practice, its use being possible and achieving better results in improving human and professional educational managers, which manifests itself in the organizational culture of the Antonio José Camacho

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