APPROACH TO THE ORGANIZATIONAL CULTURE CONCEPT APPLIED TO THE ORGANIZATIONS: A CRITICAL LITERATURE REVIEW DESCRIBED BETWEEN 1998 AND 2018.

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Abstract.

Broadly, the organizational culture has been configured as a set of practices - supported by ethical and philosophical positions of a managerial nature, which are fundamental for management in today's organizations, and which lead to the implementation of leadership, motivation and innovation strategies (among others) that favor and encourage an organizational lifestyle specific to each company.

This research is carried out using a descriptive methodology, which aims to identify the different approaches to the concept of *organizational culture* that corresponds to the period between 1998 and 2018; Initially, to locate and identify concepts about "organizational culture", it is proposed to review the literature - related to the subject - that has emerged in different disciplinary areas, and subsequently, based on the research that uses as a reference to this concept, the construction of the state of the art through a matrix - that records the theoretical criteria, discussions, and reflections that, from the dialectic point of view, nourish these concepts.

Finally, the theoretical component is contrasted with the state of the art to achieve an approach to the concept of organizational culture -and its variables- to establish

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conclusions. This research exercise will serve as a reference for future applied research in the business sector of the Faculty of Administrative and Economic Sciences of the Technological University of Antioquia and the implementation of a possible diagnostic model.

INTRODUCTION

The term organizational culture has had different concepts throughout history, various definitions have been developed over the past 20 years on organizational culture, it has evolved according to different theoretical trends of management, the authors are those who point to meetings and disagreements on organizational culture, resulting in a great diversity of definitions over time. The concept of organizational culture has undergone adaptations and transformations related to phenomena such as change management and technological innovation, also, it has been permeated by new concepts of the business environment, giving rise to a wide range of definitions - from different authors - in recent decades, generating multiple and novel views on the subject.

In this sense, In the book "Services Marketing", they propose that before a change, or implementation, in the culture of an organization, the type of existing culture should be determined; using formal methods or methods of observation that provide key information about the organization and the context in which it is inscribed. In the Colombian case, the approach to organizational culture has been carried out through characterization exercises in different organizations, especially under the modality of graduate work, but the vast majority of them are limited to descriptive studies with low levels of contrast and discussion The authors specify that the issue of organizational culture in Colombia is still in its infancy.

Although the work is done by offer tools and methodologies for the identification and characterization of the organizational culture applicable in the local scenario, it is

fundamental to identify the changes in the conceptualization of the organizational culture in the light of new dynamics and business challenges such as open innovation, management by values and crowdsourcing, among others; for the design of new models of characterization and management of the organizational culture. To respond to this need, descriptive research arises -from which this article is derived- proposed in three stages: 1) review and analysis of the literature, 2) fieldwork and collection of organizational information, and 3) development of a diagnostic instrument of organizational culture.

In the first stage, whose result is this article, we propose a bibliographic trace that includes literature made between 1998 and 2018, the elaboration of the state of the art on studies related to the concept of organizational culture - through a matrix in which the main characteristics, variables, and common elements are ordered and classified among the concepts proposed by the authors; Finally, the contrast between the theoretical component and the state of the art to establish findings and conclusions of the studies and research reviewed and, based on this, approach the concept of organizational culture in a specific context and period.

The results and products obtained in the research may be used by the research groups of Tecnológico de Antioquia I.U, especially from the Faculty of Administrative and Economic Sciences or for those who are interested, as an input for future applied research in the business sector as an element of diagnosis and characterization for organizations, both public and private, in the national and local context.

BACKGROUND TO THE PROBLEM

Determining precisely the origin of a concept implies or would imply, the analysis of the circumstances or phenomena that determine its *birth;* to understand how the concept of organizational culture is gestated: its genesis, implementation, and use, it would be necessary to review literature and documents from previous decades, and to scrutinize disciplines such as management, sociology, and psychology, among others.

The concepts and authors that try to define a concept of organizational culture, showing their positions and approaches to it, by identifying different variables and factors, are undefined, and at the same time, they encourage the implementation of new criteria and organizational patterns such as motivation, leadership, change management and innovation. In an environment of constant change, these aspects become inherent and complementary to the concept of organizational culture, since they constitute a fundamental tool to face the changes, to last and to be maintained in the time, propitiating the development of intervening aspects like the creativity, competitiveness and the teamwork of the members.

From another perspective, who cited They explain that the different authors have given various definitions of organizational culture without arriving at a general concept; being imprecise and inaccurate linked to the constant economic and social change for each organization. It is clear that when there are changes in the business and economic sectors it is very likely that organizations are affected by them, which is why it is necessary to recognize these changes to establish the characteristics of the culture of an organization, as expressed The authors propose that if the concept of organizational culture is measured and generalized in a specific order based on the different theories already mentioned, an evolution of the concept of organizational culture can take place, taking into account different models and specific parameters for each type of organization.

Literature Review

In this review, several authors are analyzed who express from their point of view the concept of organizational culture and the changes in the theoretical definition, the result of more modern approaches. In this order of ideas, to provide an approach to the concept, we start from the different disquisitions and investigations that allow us to reach an approximation of the concept of organizational culture.

Theories supporting the research topic

The concept of organizational culture is being used more and more frequently and although it seems a rather intuitive concept, it is difficult to define and understand in its entirety. Making an approach to this concept and establishing the elements that define it, implies analyzing in an isolated way the two terms that integrate it: culture and organization. Firstly, the dictionary of the Royal Spanish Academy defines *culture* as "an association of people regulated by a set of rules according to certain purposes". The first is to enter into conceptualizations of culture that arise in other contexts, in the sense that In this sense, the author defines it from the anthropological point of view, indicating that "culture, taken in its broad ethnographic sense, is that complex whole that includes knowledge, beliefs, art, morals, customs, and all other abilities and habits acquired by man as a member of society".

According to culture is the set of forms and ways in which a given society responds to the challenges of its existence in its geography and time. Culture is also how a human group has learned to live and to transmit that lifestyle, to constitute itself into social groups that then develop their language to express their culture, it is their personality, their features, the face of a people, of a community. Every man, by the fact of being so, is a product of culture, a cult himself. The individual constitutes a system surrounded by an environment or surroundings. Man lives in a human society that requires language, technology, rules regarding government, work, property, commerce, etc., sanctions and rewards, scientific knowledge and mythology: art and traditions; stories and poetry; customs, etc. which provide guidelines for the behavior of the individuals themselves.

As we can see, culture has been studied -or understood- from different perspectives, giving rise to various descriptions of the phenomenon, as shown in table 1.

Table 1 Perspectives on the study of culture.

Perspective	Definition
Anthropological	For anthropologists, culture refers to understandings that are shared by members of a society and that are constantly changing. For the culture is learned, not born with it, shared by the members of society, influences behavior, develops patterns where symbols and meanings are interrelated, and incorporates instrumental and expressive elements.

Philosophical	For philosophers, the study of the concept of culture is based on the question of the very essence of man: what he is, what he does, and why he does it. They assume man as a being capable of symbolizing and living processes of construction, destruction, and reconstruction. Culture is then a way of expressing freedom.
Ideational	For this perspective culture is not an individual characteristic but denotes a set of common theories of behavior or mental programs that are shared by a group of individuals, it is a realm of ideas and ideals, values, and symbols. Most management researchers subscribe to the ideational view of culture: that is, they conceptualize culture as a set of ideas shared by members of a group.
Psychological	Culture is the term used to describe a system of common values or behaviors shared by people, which can be defined as a collective programming of the mind, which distinguishes the members of one group from another, it is an intangible asset: it is part of our human software.
Sociology: the socio-cultural	For this perspective, culture can be understood as an organized group or ways of behaving characteristically of a particular society, where men are guided by values, ideals, principles, in the phrase "culture is a way of life of a community".
Technology	Under this perspective, the theoreticians of culture emphasize the cultural elements that are transmitted between the different cultures, as a result ultimately of the technological advances materialized in discoveries and scientific inventions that mark the progress of a society, where there is an intimate and constant association between the inventor and his products and the cultural environment in which the inventions are produced and must work, it is "the transformation that man makes of the nature that surrounds him, for the enrichment of existence" (Osorio: 1994).
Common elements	• It is a social phenomenon. • It is a complex, coordinated set of forms that are shared by humans. • It is formed by a set of cognitive, intellectual, psychomotor, affective, and relational components, among others.

On the other hand, disciplines related to administration and management have tried to determine a concept of an organization, which is the object of multiple treatments; according to the Royal Spanish Academy The word organization has several connotations; having as main meaning, for our case, "association of persons regulated by a set of rules according to certain purposes".

In the last decade, we have encountered several positions; according to an organization is a "social group made up of people, tasks, and management, which interact within a systemic structure to achieve its objectives and which can only exist when there are people who communicate and are willing to act in a coordinated manner to achieve its mission". For, the organization is above all a social system, composed of individuals who, although they must respond to certain guidelines and patterns of behavior that allow the

production of goods and services, show feelings, interests, and motivations that respond to expectations of personal development and growth.

In any case, the organizations as an object of study, have four perspectives: the technological, related to the mechanisms needed to develop the purposes of the organization; the structural focused on the roles, responsibilities and operational processes; the strategic understood as the route defined to achieve the objectives in the medium and long term, and the cultural, where they articulate and converge belief systems, values, and principles of employees and other actors in the organization, but it is precisely from a cultural perspective that one can define that in every organization there are values, symbols, rites, myths and customs that have evolved. These values and experiences largely determine what employees perceive and how they react to their world. When they face difficulties, the culture of the organization is the way we do things.

Within this scenario, the concepts of culture and organization have become increasingly close, establishing a close relationship that gives rise to what many authors have called *organizational culture*: a concept that we want to delimit and analyze in the light of the different approaches and authors. Returning to, In other words, it goes beyond strictly labor relations to become ecosystems that promote, catalyze, or limit the capacities of individuals and the organization's different stakeholders.

Organizational culture cannot be easily described, since it is composed of formal and open aspects, oriented to the fulfillment of operations and tasks (Organizational structure, job descriptions, and responsibilities, objectives and strategies, technologies, production methods), and informal and hidden aspects, of an emotional and affective nature (Patterns of influence and power, perceptions and attitudes, feelings and affective relationships, among others). Therefore, it is only identifiable and measurable from the effects and consequences it is therefore necessary to identify these formal and informal aspects in a model that authors such as Schein and Chiavenato have defined as the iceberg of organizational culture.

The above has led to multiple definitions, some speak of more than 160 concepts, around what is and means the organizational culture, although these can be framed in two major

epistemological approaches; the first corresponds to consider organizations as cultures (interpretative or symbolic) and the second that promulgates that organizations have cultures (functionalist). In this regard, it is important to highlight the contributions of Smircich, presented by The first one identifies, among other aspects, that both approaches coexist harmoniously within organizations through knowledge and belief systems that are mutually shared (Cognitive perspective) or through the use and interpretation of symbols and patterns that make possible the creation of subgroups that build meanings around their daily activities and relations.

Currently, organizational culture has been disengaging from the bureaucratic concepts and principles that governed organizations in the mid-twentieth century to propose new elements such as open innovation, knowledge management, the use of narratives and stories that allow the cohesion of different actors, including geography that allows the co-creation and the disappearance of barriers and controls between individuals, corporate social responsibility, among others, However, although studies on organizational culture are based on different disciplines and even political sciences, current approaches have allowed the identification of different mechanisms through which organizations direct their organizational culture in such a way that they can obtain a style that allows them to be competitive in the current dynamics of the business environment.

STATE OF THE ART

Many authors have given their views and concepts on organizational culture, based on the variables and factors that have been presented over the past two decades, where they have tried to approach the concept of organizational culture. However, the authors' different views on this concept are intended to guide companies in modernizing their organizational culture. Consequently, methods of study on organizational culture have been developed, for example, one of the methods of studies carried out by them, specifically the Latin American one, illustrates that if we start from hypothetical theories about organizational culture applying change management models, it would positively influence the development of the different processes and activities that lead an organization to

determine and apply strategies that generate changes in the learning of the individuals that make it up.

According to The different studies that have been carried out on organizational culture have been the subject of debate by authors who have tried to give an approach to the concept of organizational culture, considering that aspects such as change management, organizational climate, learning models and others are responsible for clarifying and developing the concept. The study of organizational culture allows managers to plan effective processes in the different areas of the company and therefore achieve improvement in decision making and by distinguishing motivation, values, and standards as fundamental pieces they achieve a strong organizational culture.

In finding an approach to the concept of organizational culture, it is worth noting the research study carried out by who concluded through research carried out at Empaques del Cauca S.A., that the creation of an organizational culture based on values that appeal to the humanity of the collaborators (solidarity, responsibility, participation) is, in the long term, more valuable than one that stops at contingent values such as competitiveness or innovation; not because these are not important, but because presented in this way they are far from the natural aspirations of human beings.

On the other hand contribute that a strong organizational culture is a positive model for the globalized behavior of organizations, thanks to the fact that they generate and contribute structures, controls, and requirements without the need to perceive a bourgeoisie of the top management in the organization. Therefore, it is considered that having a strong culture it is indispensable that managers and administrators contemplate change management models, which include factors such as technological change, environment, and constant change in financial markets.

Normally, the founders of the organizations are responsible for the creation and effects of the norms, values, and biases that must be adopted by the collaborators for the development of the organizational culture, carrying out strategies in assertive and concise communication, through the implementation of variables, habits, and customs, for the implementation of

learning models, thus stimulating the collaborators an acceptance of what the company should be.

MATERIALS AND METHODS

As expressed in the previous section, the proliferation of views and studies regarding organizational culture, and the abundant scheme of conceptions or conceptualizations, makes the analysis of the phenomenon and its measurement within organizations very complex; more so, in a context as little explored as the Latin American one. To achieve an approach to the concept of organizational culture, the research is part of a mixed methodology in which qualitative and quantitative data are used, oriented to the collection and analysis of information, as described below "Researchers using the qualitative method seek to understand a social situation as a whole, taking into account its properties and its dynamics. In its general form, quantitative research starts from theoretical bodies accepted by the scientific community".

The research was carried out in three stages: in the first stage, information was collected; for the bibliographic search -the main source of the research- the academic databases ScienceDirect, Dialnet, and Doaj were used, which have a large collection of publications or articles of a scientific nature. Due to a large amount of material available on the subject, a random selection of documents or texts was made that met two (2) basic criteria: 1) that the study or research was within the review period (1998 -2018) and, 2). that it addressed the concept of organizational culture. The literature search included a review of the background of research and studies already carried out.

The second stage consisted of the documentary classification, in which 20 articles published from 1998 to 2018 were selected; after the classification, a taxonomy (of reference cut) was carried out - through the bibliographic matrix - that includes the following criteria: indexing category, thematic classification, research objective, type of approach and concept of organizational culture.

Finally, the third stage, aimed at the analysis (contrasting or comparative) of the information obtained, allowed - based on the criteria included in the bibliographic matrix - the comparison of the concepts provided and defined by the different authors.

This methodology, of mixed cut, by stages, has as main objective the approach to the concept of organizational culture.

ANALYSIS AND DISCUSSION OF RESULTS

Results

Organizational culture is a topic that many authors have addressed from different perspectives and disciplines, showing the breadth and subjectivity in its conceptualization and, therefore, in its measurement and analysis. There is no specific concept of organizational culture that obeys determining factors such as norms, behaviors, attitudes, customs, values, and other characteristics of employees and managers of organizations. On the contrary, it seems to be the confluence of all these aspects.

The first criterion of analysis corresponds to the identification of the disciplinary or thematic area in which the study or publication is registered. The articles are classified, following the Publindex database, according to their category; as can be seen in Table 2 "Thematic Classification of Articles", which presents the areas of applied sciences and their divisions, the majority of articles belong to the thematic area of Administration, with 60% participation, followed by the area of Social Sciences with 35% and, finally, the Medical Sciences with a 5% partition.

Table 2 Thematic classification of articles.

Theme	Number of Items	Percentage (%)
Administration	12	60%
Social Sciences	7	35%
Medical Sciences	1	5%
Total	**20**	**100%**

Source: Own preparation based on results.

As mentioned in previous sections, studies on organizational culture are based on disciplines that are very heterogeneous in their object of knowledge: management, psychology, anthropology, sociology, and even political science; the results obtained in the review allow us to strengthen the idea of an increasingly frequent relationship between the administrative and social sciences.

The second criterion of analysis corresponds to the research method; of the 20 articles reviewed, 60% (12) used a mixed-method, 35% (7) used a qualitative method, and, finally, 5% (1) of the articles used a quantitative method.

Due to the aspects that make up the dual nature of organizational culture: formal and tangible -structure of the organization, job descriptions and responsibilities, objectives and strategies, technologies, production methods- and the informal and intangible -influence and power patterns, perceptions and attitudes, feelings and emotional relations-, the method that best allows its analysis and understanding is the mixed one. It should be noted that the articles that correspond to the highest levels of indexation are those that are located in the mixed method. See table 3.

Table 3 Item category.

Category	Research Method			Total	
	Qualitative	**Quantitative**	**Mixed**		
A1			1		15%
A1	1		1		210%
A1, Q4	1				15%
A2	1		3		420%
A2, Q3			2		210%
A2, Q4		1			15%
B			3		315%
C	4		2	6	30%
Grand total	**7**	**1**	**12**	**20**	**100%**

Source: Own preparation based on results.

Thirdly, the level of each research is established, using the results obtained by the articles and their categorization, according to the different categories given by Publindex; of the 20

articles reviewed, 35% belong to category "A2", 30% to category "C", thirdly, 20% of the articles correspond to those indexed in category "A1" and 15% are in category "B"; validating the indexation of the articles as search criteria, consultation and referencing for other research. See Table 3.

DISCUSSION OR ANALYSIS OF RESULTS

The concept of organizational culture varies according to the methods of study and the approaches of each author; moreover, it has been linked to changes and transformations in organizations, adapting to the trends of contemporary management. During the documentary review, variables have identified that influence the concept of organizational culture: leadership, motivation, communication, innovation, change management and technological advances; which facilitate the development of the organization's processes - translating into competitiveness, better performance levels, and productivity - and directly affect the culture of the organizations.

In the articles reviewed, common points and differences between the authors are evident concerning the conceptualization of organizational culture; the evolution of the concept, which - despite time - retains some common elements, is determined by variable patterns and aspects with which it is related. These aspects that reconfigure the concept of Organizational Culture become the object of new research and allow the establishment of parameters or guidelines for the analysis of research results.

In addition to the characterization of the title, authors, and concepts given in the bibliographic matrix as shown in Table 4 "*Dissimilar definitions from 1998 to 2018"*, the common elements and variations that this has undergone were taken into account.

Table 4 Different definitions from 1998 to 2018.

Title	Author(s)	Concept of organizational culture

An Approach to the Concept of Organizational Culture	Claudia Maria Garcia Alvarez	Culture is conceived as an independent and external variable that influences organizations and is brought to the organization through membership; that is when entering to belong to the organization, employees who have been influenced by multiple cultural institutions such as family, church, community, education, bring these influences to nourish the organizational reality. The organizational culture is then permeated by these institutions through its constituent members (Hatch, 1997).
Research on organizational culture in Colombia: a look from the diffusion in scientific journals	Julia Clemencia Naranjo, Yas Belida Ruíz	The organizational culture consists of a series of symbols, ceremonies, and myths that communicate to the company's personnel the values and beliefs most deeply rooted within the organization (Ouchi, 1981).
Organizational Culture: evolution in measurement	Angélica del Carmen Cújar Vertel, Carlos David Ramos Paternina, Helman Enrique Hernández Riaño, Jorge Mario López Pereira	Organizational culture is universally known as the set of shared meanings and beliefs held by a collectivity (Cújar, Ramos, Hernández, & López, 2013).
Conceptualizing the dialogue between Culture and Organizational Learning	Perla Esperanza Rostro Hernández, Oliva Solís Hernández	Organizational culture is defined as a set of patterns shared by a given group, according to which it learns to face the problems of adaptation and integration and which, when it considers that it has worked well, is transmitted to the new members as the correct way of doing things (Shein, 1988).
Characterization of the organizational culture Organizational climate, motivation, leadership and satisfaction of small businesses in the Sugamuxi Valley and its impact on the entrepreneurial spirit	José Javier Gonzáles Millán, Carlos Orlando Parra Penagos.	Culture is like the configuration of learned behavior, whose elements are shared and transmitted by the members of a community (Delgado, 1990).
The organizational culture and its influence on good practices for knowledge management in SMEs in Colombia	Carlos Eduardo Marulanda Echeverry, Marcelo López Trujillo, José Fernando Castellanos Galeano	Organizational culture can be defined as the set of habits, values, practices, procedures, norms, rules, group, and individual behaviors of an organization, and that recognize it uniquely and individually (Marulanda, López, & Castellanos, July - December 2016).
Organizational Culture a Potential Strategic Asset from the Management Perspective	Ruben Rodriguez Garay	The organizational culture reflects the distinctive features learned through the group experience. They are shared by the members, within the framework of the existence of diverse operating subcultures within the social unit identified as "the organization" (Garay, 2009).
Organizational culture in an employee-owned company	Óscar Alvarado Muñoz, Ricardo Monroy del Castillo	The concept of organizational culture (OC) is born from the idea that organizations are small societies with socialization processes, norms, and structures in which, consequently, cultural features are developed (Allaíre & Firsirotu, 1984).

Organizational climate and culture: two essential components in labor productivity	José Guadalupe Salazar Estrada, Julio Cristóbal Guerrero Pupo, Yadira Bárbara Machado Rodríguez, Rubén Cañedo Andalia	This comprises the general pattern of behaviors, beliefs, and values shared by the members of an organization. The members of the organization largely determine its culture and, in this sense, the organizational climate exerts a direct influence (Salazar, Guerrero, Machado, & Andalia, 2009).
Organizational Culture and Finance	Ernesto H. Costa	Culture is the set of expressed or tacit norms that brings together the amalgamation of attitudes, beliefs, myths, values, and feelings that are shared (Costa, 1997).
Organizational Culture: A Sector Approach in Bogotá	Ignacio Gómez Roldán, Rafael Guillermo Ricardo Bray	Organizational culture provides the values, beliefs, and principles that serve as the foundation for an organization's management system, as well as the patterns of behavior or practices that exemplify and reinforce those basic values, beliefs, and assumptions (Denison, 1990).
Organizational Culture	Sonia del Carmen Belacazar	organizational culture can be considered a system of meanings, expressions, categories, images, lifestyles, beliefs, values, rules, norms, procedures that are publicly and collectively accepted within a social group, transmitted through generations (Belalcázar, 2012).
Organizational Culture in the New Competitiveness	José Ernesto Ramírez	Starting from affirming the existence of a close link between productive systems and culture, the latter being understood as a dynamic structure of meanings (beliefs, attitudes, values, etc.) that mediates the relationship between man and his environment.
Impact of the organizational culture on performance	Julius Caesar Cantillo Padron	Patterns of shared values and beliefs over time that produce norms of behavior (Marcoulides & Heck, 2010).
Organizational culture in health care institutions in the Aburrá Valley.	Gladys Irene Arboleda Posada, Jennifer Marcela Lopez Rios	Organizational culture is defined as "the collective consciousness expressed in the system of shared meanings by the members of the organization that identifies and differentiates them from others, institutionalizing and standardizing their social behaviors" (Perez, 2009).
Evaluation of the organizational culture and its impact on group effectiveness	Annia Serrate Alfonso, Ángel Luis Portuondo Vélez, Nidia Sánchez Puigbert, Roberto Suárez Ojeda.	The organizational culture exerts a remarkable influence on the work teams where a series of processes of social-psychological order take place that condition and, at the same time, determine the success of the activity being carried out.
The impact of national culture on organizational culture.	Alicia Omar, Alicia Florencia Urteaga.	Organizational culture is one of the fundamental organizational characteristics, can be influenced by the values of the leaders and founders, and is manifested through organizational practices (Berson, Oreg and Dvir, 2005).
Impact of organizational culture on SME innovation: an empirical study in the Quito metropolitan district	Karla María Alvarado Ramírez, Víctor Hipólito Pumisacho Álvaro.	Organizational culture plays an important role in describing organizational boundaries by establishing differences, transferring a sense of identity, facilitating engagement, and at the same time enriching the balance of the social system (Robbins, 1996; Groseschl & Doherty, 2000).

| The organizational culture and its influence on business sustainability. The importance of culture in business sustainability. | Jorge Carro Suárez, Susana Sarmiento Paredes, Genoveva Rosano Ortega | Organizational culture is the patterns of influence and power, people's perceptions and attitudes, group feelings and norms, values and expectations, and emotional relationships. (Chiavenato, 2010, p. 85). |
| Effect of organizational culture on the performance of Cali's SMEs | Laura Salas Arbeláez, Mónica García Solarte, Guillermo Murillo Vargas | Organizational culture is the rules and norms that suggest solutions to common problems and situations shared by the members of an organization. (Denison,1990) |

Source: Own preparation based on results.

Table 4 simplifies the information obtained through the bibliographic matrix, which shows the titles, authors, and the definition or approach made to the concept of organizational culture in the 20 articles reviewed. Other aspects that were taken into account in the matrix and that do not appear here are research focus, the objective of the research, keywords, and variables of the concept.

It was identified that the main research on organizational culture is focused on concrete realities, of organizations or specific sectors, which require analyzing the organizational culture from the different variables of their contexts; and that they have conceived the incidence of the organizational culture as a possible factor of performance and results for the organization, being primordial to determine the behavior and/or specific learning models among the collaborators.

Similarly, it was possible to demonstrate that the models for measuring organizational culture must have specific parameters for each organization, to systematize rules, behaviors and other business structures, making the organizational culture is responsible for establishing a language of communication basis for establishing model strategies for learning, which generate skills for identifying internal and external variables that affect the organizational culture.

It is also worth noting that in an organization with standardized work models and leaders who promote trust among employees, a language of communication is achieved that implements a strong organizational culture, achieving high levels of satisfaction that allow an approach to the concept of organizational culture as the set of habits, rules, behaviors and

other shared meanings that are part of the social elements that influence the consolidation of organizational culture by employees.

CONCLUSIONS, RECOMMENDATIONS, AND LIMITATIONS

The main objective of this literature review is to approach the concept of organizational culture, to create a diagnostic model of organizational culture in the local context, and its implementation. It is necessary to design a tool that allows the measurement of the own characteristics -or particular ones- of the organizations, that contemplates an open quantity of variables, according to the type of organizational context; it is fundamental to define the type of organizational culture of an organization.

The measurement tool should aim at describing variables such as the type of communication, decision-making mechanisms, motivation and leadership, levels of technological appropriation, and the different kinds of learning; aspects that occur in a constantly changing environment. Besides, it should allow the analysis of economic, social, cultural and ethnographic aspects, and a review of internal and external processes of the organization, which facilitates the understanding of the local reality and leads to the consolidation of the concept of organizational culture and a model appropriate to the conditions of each organization.

It should be noted, that the relationship between cultural values and organizational performance directly affects the performance of the organization, affecting considerably all aspects of it, which leads to paraphrase when they state that the synergy between performance and values creates opportunities to achieve financial excellence through internal assessments of the success of cultural policies; this leads to the conclusion that the managers of the organizations establish a culture based on values that are proportional to the development of the organizations through the financial returns that are expected.

The literature review should focus on several tasks: 1). The characterization of the organizations, in attention to the characteristics of the Latin American and local context; 2)

Bibliographical review of Colombian and Latin American authors that allow to identify and recognize particular characteristics of such context; and, 3). Creation of our bibliography, which includes the parameters and conditions of Colombian organizations and mechanisms of adaptation to the context.

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