

Operational Management: a case analysis of a multiple services cooperative in Peru

Gestão Operacional: Estudo de Caso de uma Cooperativa de Múltiplos Serviços no Peru

La gestión operativa: Cooperativa de Servicios Múltiples ADISA, Perú

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ABSTRACT

This research article proposes an improvement in the operational management of the Adisa Cooperative, which is oriented to the provision of multiple services aimed at the entire market. The objective was to evaluate the operational management and thus provide improvement solutions related to the commercialization of Cooperativa Adisa. The methodology used was qualitative, since bibliographic information and related texts were collected. Also, an interview was conducted with five collaborators who work in the administrative area, that is to say, the people who are directly involved in the growth and development of the organization were taken as the object of study. It is concluded that the implementation of strategies and ways of improvement in the operational management of the company will be reflected in the profits, by way of improvement it is proposed to opt for an operation plan that influences both the internal and external part of the cooperative, that is, to achieve a scenario where the material resources and the human capital are kept in constant relation with the purpose of reaching the objectives and vision of the cooperative.

Key words: Operational management, strategies, meeting needs, human resources.

RESUMEN

El presente artículo de investigación plantea una mejora de la gestión operativa en la Cooperativa Adisa, la cual está orientada a la prestación de servicios múltiples dirigidas a todo el mercado. Se objetivo fue evaluar la gestión operativa y por ende brindar soluciones de mejora relacionadas con la comercialización de la Cooperativa Adisa. La metodología utilizada fue de tipo cualitativa, debido a que se logró recopilar información de tipo bibliográfica y textos afines. Asimismo, se realizó una entrevista dirigida a cinco colaboradores que se desempeñan en el área administrativa, es decir se tomó como objeto de estudio a las personas que están involucradas directamente con el crecimiento y desarrollo de la organización. Se concluye que la implementación de estrategias y vías de mejora en la gestión operativa de la empresa se verá reflejada en las utilidades, a modo de mejora se propone optar por un plan de operación que influya tanto parte interna como externa de la cooperativa, es decir lograr un escenario donde los recursos materiales y el capital humano se mantengan en constante relación con el propósito de alcanzar los objetivos y visión de la cooperativa.

Palabras clave: Gestión operativa, estrategias, satisfacer las necesidades, recursos humanos.

RESUMO

Este artigo de pesquisa propõe uma melhoria da gestão operacional na Cooperativa Adisa, que é orientada para a prestação de múltiplos serviços voltados para todo o mercado. O objetivo foi avaliar a gestão operacional e, assim, fornecer soluções de melhoria relacionadas ao marketing da Cooperativa Adisa. A metodologia utilizada foi qualitativa, pois foi possível coletar informações bibliográficas e textos relacionados. Da mesma forma, foi realizada uma entrevista com cinco colaboradores que atuam na área administrativa, ou seja, foram tomadas como objeto de estudo as pessoas que estão diretamente envolvidas com o crescimento e desenvolvimento da organização. Conclui-se que a implementação de estratégias e formas de melhoria na gestão operacional da empresa se refletirá nos lucros, como melhoria, propõe-se optar por um plano de operação que influencie tanto a parte interna quanto a externa da cooperativa, ou seja, alcançar um cenário onde os recursos materiais e o capital humano sejam mantidos em constante relação com o propósito de atingir os objetivos e visão da cooperativa.

Palavras-chave: Gestão operacional, estratégias, atendimento de necessidades, recursos humanos.

1. INTRODUCTION

Throughout history, operational management has not been given the necessary importance by organizations, causing business processes to be inadequate, seriously impacting the company's profitability. With this research work it was possible to affirm that operational management is an essential mechanism for the execution of necessary decisions which allow grouping, precepting and structuring projects. We can say that operational management is directly related to good business practices, which directly influence the efficiency in the provision of goods and services of the company.

In the international context, according to Leiras and Cotta (2019) mentioned that despite the consideration of Brazilian experts related to the extractive companies sector, they appreciated a low knowledge of the scientific references of operations management which caused the company to present difficulties in the extraction of minerals. On the other hand, Matus (2018) argued that micro, medium and small enterprises in Mexico are the economic, cultural and social base of the country, however, it was evidenced that due to poor operational management these companies present problems to sell, produce, plan and evaluate the difficulties of their management, bringing as a consequence that the failure of the Mypes of that country are the highest worldwide. Also, Mendoza (2019) stated that despite the different positions of experts in the area of human resources it could be observed that they have an insufficiency in their study and analysis of the theoretical scope in terms of operational administrative management, noting that the main functions that direct an intelligent organization cannot be fully identified, bringing as a consequence limitations in the achievement of the objectives and policies of the operational actions that are traced in a company. Likewise, Chawla et al. (2021) indicated that poor operations management in manufacturing industries is causing non-renewable resources to be depleted at an accelerated rate. There are many problems of deforestation, pollution and disposal of greenhouse gases that are causing global warming. Therefore, industries to protect human life and conserve the ecosystem, are forced to look beyond profits and think more about using sustainable strategies that protect the environment, using green operations management to achieve operational efficiency and sustainability in production operations.

In the national aspect, Ccahuay et al. (2020) mentioned that the problem of a Peruvian company was manifested by the disorder in the unloading of merchandise, reflecting deficiency in its storage, inadequate handling, delay in the reception of packages and merchandise, having as a consequence the affectation of the company's operating costs. Also, Valderrama et al. (2018) argued that by conducting a study in the company in Tacna, Peru, based on the operations with which they work they identified that bottlenecks prevent better productivity and profitability in the organization, causing the company to be unable to offer its products in a more efficient way. Likewise, Julca and Ramos (2018) mentioned that the main problem of Peruvian companies has been the rapid technological advancement since these have not had a plan that allows them to be in line with the new digital inventions, some textile companies still maintain process systems in a traditional way which have been affected by the technological advancement in the textile industry.

In the local context, the manager of the Cooperativa de Servicios Múltiples Adisa - Naranjos, which markets cocoa and coffee, mainly to the province of Paita, Department of Piura, said that despite the company's acceptance in the market in recent years, social isolation and the health alert revealed some corporate shortcomings such as poor management and preparation for large-scale problems, This led several of the partners to decide to leave the company and withdraw their capital, causing serious financial problems and causing the company to halt export activities until today.

This study was justified theoretically, because it allowed to improve the operational management that helps to group, perpetuate and structure the resources of the company, in the same way that improves the results of the company, basing the information on bibliographic sources, extracted from websites, magazines and articles, which provide important solutions for the operational management of the company. On the other hand, there was a practical justification, since we proposed to investigate the operational management of the Cooperativa de Servicios Múltiples Adisa. We believe that the contributions provided will serve as a focus for improvements and solutions for the Cooperative. We believe that the studies previously conducted were not taken into account, hence the reason for conducting this research work, which highlighted solutions for the company in economic and organizational benefit. Likewise, in the social value, because it allowed the managers of the cooperative to analyze the level of operational management that is being used, helping to identify the weak points they are having and offer solutions to such problems in order to provide a very good product to the citizens. In addition, in the methodological value, the application of operative management is adequate for each of the areas of the cooperative being a plus for its growth, development and improvement

of its competition capacities within the market, investigating through thesis and research that allowed us to have a greater panorama of study, likewise our contributions could be verified in a scientific way, once this is done and its veracity and/or authenticity is demonstrated, it could be used in future academic works with research purposes in public and private entities.

2. THEORETICAL FRAMEWORK

2.1. International background

(2022) stated that their objective was to propose a new decision-making framework that combines data analysis algorithms (DAA) and a multiple criteria method (MCDM) in order to solve personnel selection problems. First, it unveils the behavioral patterns of people and determines the evaluation criteria in personnel selection, taking into account statistical analysis and supervised learning techniques. In the second stage, it adopts a modified algorithm that can comprehensively evaluate the performance of candidates in various dimensions. It concludes that by developing a decision support system called PLEAS, a better decision-making framework can be implemented. In addition, by evaluating the performance of the selected employees using this framework, they were considered as the qualified senior administrative managers. Likewise, Merchan and Palacios (2021) indicated that their main objective was to evaluate the contributions that were carried out to improve operational management in the fishery unloading area. They had as study population 120 owners of the port fleets to participate in their survey. The results showed that users hire external services, generating costs such as time and money, and that there is a deficiency in the fish unloading area. It was concluded that a certain percentage of users did not comply with the port's operational management norms; therefore, an improvement plan was proposed to show efficient results in the operational management of the unloading area. Also, Barboza et al. (2021) mentioned that they aimed to identify and study the institutional values that allow companies to have a culture that incorporates concepts of circularity and sustainability. To achieve their results, they used the multimethod approach and identified 29 circulating values; however, they added that organizations should cultivate their own institutional values, such as motivation, respect, integrity, excellence and prosperity. They concluded that in order to have greater efficiency and productivity in the companies, it is necessary to have a good management control in the operations, and within this management we have the institutional values that are a tool that allows the organizations to have a better management of the organizational behavior and identity.

According to Vilorio et al. (2022) explained that the objective of their article was to analyze the operational management during the global pandemic of Covid-19 in a company in the city of Sincelejo. A descriptive study of other research articles conducted on the same topic in Latin America and the Caribbean was used in order to evaluate the consequences faced by Colombian companies in the face of the pandemic. They showed as a result that the evaluated company had tendencies to make constant changes in their organizational restructuring, carrying out activities in their operations cycle and reducing costs. Thus, they concluded that due to the lack of analysis of operational management in the company, the necessary attention was not given to the implementation of innovation strategies for its products and services. Also, González et al. (2020) mentioned that the objective was to develop a management model for the Hotel Paros in the city of Quevedo. With the vision of being the first hotel with good quality and customer service; through continuous improvement and achieving customer satisfaction during their stay in the facilities. Obtaining as a result that the managerial processes in this place have a high degree of ignorance about the general successions of management and organization of the hotel, which limits the administrative management of the organization and the achievement of its objectives. The conclusion is that there is no defined strategic planning that can achieve the organizational objectives to contribute to good business growth; therefore, organizations must have a concrete vision of what they want to achieve at a given time and implement an effective management model.

Also, Purcachi and Saldaña (2021) stated that their objective was to study the findings and make decisions within an institution in Ecuador in order to establish the development of a work climate improvement plan, using an important descriptive and qualitative-quantitative methodology where the interpretation of the general data was achieved. The result was that there were certain problems in labor harmony, lack of innovation, transparency and equity. Concluding that poor operational management in a company does not allow to achieve the results that are focused. Likewise, Lopez and Dondero (2019) indicated that they aimed to propose strategies to improve organizational commitment in the sales area of the cosmetics and personal care industries. Having as a result that when evaluating the personnel they lack

involvement, motivation and continuous rotation. Therefore, the IML Model was proposed, being of great importance for the organizations since it allows the worker to be more involved, motivated, and increases the organizational commitment, which is essential for the achievement of the objectives. In conclusion, the IML Model was strategically proposed to increase organizational commitment focused on improving the work of workers, increasing their motivation and implementing a career line that allows the retention of workers in the sales area in order to achieve in the shortest time possible to meet the goals set by the organizations.

In addition, Cortés et al. (2019) sought to recommend the application of performance indicators to the allocation of vehicles, conducting surveys and forms that include nine officials belonging to the logistics team, having as results that the company lacks operational management in a strict way, since 63% of the workers mentioned that this is generated by the lack of experience of the heads of the operation department. The conclusion is that the company did not have sufficient operational metrics to be able to develop control, evaluation and follow-up, generating nonconformities and therefore a lack of quality in its services. Likewise, Menolli et al. (2015) mentioned that they aimed to identify the main tools and technologies used in companies with software development in Brazil in order to manage their knowledge and evaluate how they relate to the important theories of learning and knowledge sharing. The results showed that some of the tools used by the companies cannot be applied to theoretical concepts because they do not help to promote organizational learning. Also, it was identified that some of the companies do not use the tools because they consider that the information is not organized efficiently. It was concluded that the use of the tools allows the promotion of several concepts, reducing the impact of certain problems of the organizations. It should be taken into consideration that companies should improve their organizational policies aligned with the use of new tools and technologies.

2.2. International background

With national antecedents we have Chumbile (2021) who pointed out that in his thesis he aimed to determine what was the increase of a real estate company based on its productivity, due to the fact that the Lean Manufacturing method was applied, the study of this organizational system evidenced that there was a decrease of 35.8% in labor costs related to income, thus concluding that by using the Lean Manufacturing method the real estate company obtained good results in the production of wood. Similarly, Leal and Quispe (2018) mentioned that the objective of their study was to improve the efficiency of the workers of the dental center by planning the operational management by procedures. In order to obtain the corresponding results, a survey was conducted with 98 patients who frequent the dental center, using an interview for data collection. The results showed that 47% mentioned that the attention they received was moderate; however, 13% of those surveyed stated that the service was deficient. In conclusion, it was proposed to implement strategies to improve operational efficiency through management procedures and operational processes.

Similarly, Espinoza (2019) argued that its main objective was to evaluate the relationship that exists between internal control and activity management within Corpmed Médica. To carry out the study, the quantitative method was used, since the structure and cross-section were not modified, and the data were collected during a defined period of time. The population was constituted by 50 people obtaining their answers by means of a questionnaire, for data collection. They obtained a favorable result, showing a significance level of 0.000, which indicates that it is less than 0.05; more, the coefficient is 0.667. In conclusion, a mean positive association was obtained between internal registration and activity management in the medical establishment of Pueblo Libre. On the other hand, Sanchez (2019) in his research had as main objective, to define the relationships of operational management and performance of Entel Peru S.A. applying the quantitative method at a descriptive level to 94 workers out of 124, having as a result that 36% of the respondents mentioned that they are indifferent with the company's operations management at the San Borja headquarters and 36% of the collaborators stated to be indifferent with the results achieved, concluding that it had as bilateral significance 0.016, being this less than the margin of errors, therefore the null hypothesis and the alternative is rejected and it was observed that there is a relationship between the variables.

Likewise, Calsin (2018) explained that in his research conducted had as main objective to design operational management methods, being very important for the reduction of material waste during construction processes, being very beneficial since the result obtained was the facilitation at the time of evaluating data on activities in society. Likewise, the author concluded that by implementing the operational

management methodology, it did fulfill its purpose of reducing material waste in construction companies. Similarly, Ascurra and Mas (2019) stated that they aimed to generate a marketing plan to generate higher sales of the company "M & M FANTASY S.R.L.". To achieve their results they used an explanatory design, indicating that the company M & M Fantasy S.R.L did not have sufficient maturity and because of this marketing mix strategies were proposed, regarding their products, they do not have a defined brand, label and logo, therefore the assignment of a brand for those products offered by the company was proposed. Another of the strategies proposed was the creation of a virtual store, having as an advantage that the creation of this plan is less expensive. It was concluded that the elaboration of a marketing plan with respect to the marketing mix is indispensable in organizations, allowing the search for methods that allow companies to be different from the growing competition.

Scientific approaches

In the scientific approaches Porter (1998) in his book entitled *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, indicated that competitiveness in organizations is based on 5 forces, such as the power of customers, the threat of new competitors, the power of the supplier, the threat of substitute products and competitive rivalry, since through this the companies achieve a very high differentiation before their main competitors allowing to position their brand in the market in a way that is established in time. This theory provides the basis for the operational management that is being investigated, since through the 5 forces, the company Adisa will gain knowledge about the ways to detect the restrictions that are generating a decrease in sales. On the other hand, Taylor (2003) in his book *Scientific Management* mentioned that scientific management is closely linked to the performance and performance of the worker within the company, he also stated that the actions of the collaborator could be increased by providing working conditions and uniformity of tasks, giving a remuneration in case of achieving the activities successfully and a decrease in case of not doing so, scientific management suggested that workers should have the management preparation to ensure that the activities of the company are fulfilled efficiently. This theory is of utmost importance for the foundation of the operational management topic being investigated since thanks to this theory, the Adisa cooperative will be able to have a reference on how to achieve the efficiency of its collaborators in its various areas and thus improve situations that directly affect the company.

Likewise, the author Chiavenato (2009) in his book *The management of human talent*, indicated that this theory is of utmost importance for entities or organizations. The management of human talent is a tool that allows the organization to achieve its objectives and achieve its mission, for this it is necessary to provide training capable of training and motivating employees in carrying out the activities in the institution. It was affirmed that with this theory, the Adisa cooperative will be able to apply new mechanisms and strategies in the face of the deficiencies that may be occurring with respect to the performance of work by its collaborators. Also, the author Siliceo (2004) in his book *Capacitación y Desarrollo del personal (Training and Development of Personnel)*, stated that keeping company workers trained generates greater knowledge of certain important aspects that allow organizations to develop greater profitability, productivity and ensure their success in the market. Training is any activity aimed at company employees that allows them to develop greater capabilities in order to meet the needs of customers, have better knowledge, skills and values inside and outside the company. Carrying out constant training of workers in the Adisa cooperative will allow them to have a better job performance, ensuring that the cooperative achieves its goals with better results and in less time.

On the other hand, Lambim (2009) in his book *Marketing Management: Strategic and Operational Market Management*, mentioned that marketing strategies are sales instruments that allow companies to enter the market. Making use of marketing within companies ensures the development of strategies that meet the needs of the market, defining marketing as the promoter of the consumer society. Therefore, the Adisa cooperative, in order to achieve customer loyalty and achieve higher sales, must develop marketing strategies that can meet the needs of the market. Now we move on to evaluate the variables identified in the topic: operational management for Perez (2016) is that task that allows analyzing the services that you want to provide to customers, complying with all the technical specifications that each product or service has. It also allows analyzing the technical and administrative processes according to their legal basis, seeking efficient strategies and to improve the provision of services without wasting available resources. Therefore, operational management in a company focuses on the resources and capabilities to obtain results, aiming to obtain resources and achieve the insertion of systems, procedures and personnel according to what is to be achieved.

Conceptual definition

For Vianna et al. (2018) indicated that operational management is a discipline in charge of solving problems that companies may present, this method allows to know what their needs are and through this to be able to apply techniques that help to solve the difficulties that are arising. Carrying out a good operational management requires a good analysis, that is why the concern for operational management has increased in order to seek possible solutions that can be applied within companies generating better profitability and business growth. However, Jayaram and Xu (2016) mentioned that operational management is determined by factors such as customer orientation, job capability and job-related training which have an influence on the quality and efficiency dimensions of service system performance.

Legal framework

The cooperative has a very important organizational structure that is of great support for production, management, organization and others. The cooperative was based on evaluating the general structure regulated by the General Law of Cooperatives (Law 15260), presenting an organizational structure as detailed in Figure (hierarchical organization chart, vertical), which shows the respective governing bodies. Figure (hierarchical organization chart, vertical), which shows the respective governing bodies.

The Adisa Cooperative classified its governance structure as follows: first, there is the General Assembly of delegates, followed by the Board of Directors; likewise, there is the control body known as the Supervisory Board, which has as supporting members the Education Committee and the Electoral Committee; in the coordination section there are the Sector Committees; the Management is presented as the executing body, the administrative and technical team. In the same way, the general assembly is made up of 21 delegates, and the president is the same person in charge of holding the position of president of the Board of Directors, which is made up of 06 people (the president, vice-president, secretary, first member, second member and alternate).

Similarly, they have the collaboration of the Education Committee, made up of 04 people (which are the president, vice president, secretary and alternate). Likewise, the cooperative presents a supervisory board which is made up of 4 members: president, vice-president, secretary, alternate (ADISA,2018), being people with sufficient leadership and management control capacity in the legal administrative accounting purposes of the cooperative. As the main line organ is the management, which is in charge of the general manager, who is in charge of managing the accounting and finance departments and establishing sound decisions. The electoral committee is a backup body, made up of four people, including the president, vice-president, secretary and alternate.

According to Koontz et al. (2012) indicated that a company aims to satisfy its customers in the most efficient way possible, through the provision of its services, which are linked to income or profit, likewise it is expected that good reception and customer service practices influence the financial growth of the company. According to Tohidi & Mehdi (2012) mentioned that innovation plays an important role within organizations, allowing their development and coordination in the market. Innovation means the development of new products, different methods of performing jobs and improvement of common processes within organizations. Bringing an innovation process in companies can ensure the success and growth of organizations. According to Mann & Wüstemann (2010) mentioned that efficiency refers to the relationship between inputs and outputs. They indicated that the fewer inputs required for some output, the higher the efficiency. Organizations that carry out efficient practices in their production processes are able to guarantee economic and business growth. Garavan (1997) indicated that constant training of employees in organizations can bring rewards, such as improving their knowledge, skills, behaviors and attitudes, resulting in better work performance, developing workers' capabilities and satisfying present and future needs.

The concept dimensions include efficient strategies, products or services, resources and capabilities:

According to Chiavenato (2009), he mentioned that an efficient strategy is of utmost importance in the operational management of a given company since it will allow obtaining the proposed results, likewise it is considered that one of the best ways to select personnel is to know the values and vision of each one of them, which allows assigning to each area the best possible collaborator, the implementation of this technique will allow measuring the level of efficiency in a simpler way, as well as the realization of future improvement strategies. According to Stanton (2007), when we refer to products or services, we emphasize the various products, tasks or intangible functions, which must be designed, performed and communicated with customer satisfaction and operational efficiency as the main objective. It is very important that the

products or services satisfy the customer, as well as provide sufficient reasons for the customer to buy again. Therefore, offering a good product or service related to good operational management practices guarantees customer retention and loyalty. Also, Barney (1991) argued that the diversity of resources among organizations and the ability of companies to use them effectively is the determining factor for the development of better competitiveness and the potential to obtain better profitability at a given time. On the other hand, in order to achieve significant results in competitive advantage, the company must have the ability to generate a good bond between workers, giving them the confidence that their work environment will be a comfortable space.

3. METHODOLOGICAL PROCEDURES

In this article, a qualitative approach was considered since an interview was conducted in order to collect information related to the management of the company. According to Arroyo (2020) mentioned that qualitative analysis is a process where an order and an adequate structure are used to organize and process the data from the people who provided us with subjective information, in the same way it allows us to describe key themes and concepts. Likewise, an applied level research was used due to the fact that the knowledge of each variable was taken into account, according to Baena (2017) reveals that the great part of pure sciences are applied in most cases due to the resolution of concrete difficulties. Applied research poses exact problems where it seeks to provide a solution immediately, since its main objective is the problem destined for action, generating new contributions to research. In addition, the use of an ethnographic design was considered opportune since we describe and analyze the answers obtained in the interview. According to Ñaupas et al. (2018) established that the ethnographic design is a type of research that allows the internment of the researcher in order to be able to know about the social organization, family structure, their religious practices, customs and economic activities.

On the other hand, the population was defined as the top management of the Adisa Cooperative, mentioning the organizational structure during the period 2018 - 2021, such as: Board of Directors, Management, Administration and Finance Department, Commercial Department and Production Department. According to Ñaupas et al. (2020) indicated that population is considered the set of people or organizations that are the object of study. In social research, it is common to distinguish the target and accessible population, referring to the target population it can be said that it is the total population that is not available, and the accessible population, is the population willing to help in such experiment. Similarly, 5 administrative collaborators were considered as a research sample; taking into account the contribution of Baena (2017) who states that the sample is part of the population, which is chosen in order to obtain information with which to work. One of the main advantages of sampling is that we can be able to obtain necessary data from a large population at lower costs and faster. The objective of this work was to evaluate the operational management and thus provide solutions for improvement related to the commercialization of the Adisa Cooperative.

Table 1
Distribution of the research population

N°	Name and Surname	Position
1	Pedro Santos Mondragón	Administrative President
2	Domingo Julio Pomagallan Rojas	Administrative Vice President
3	Alvaro Prada Guadalupe	General Manager
4	Isabel Huancas Alarcón	Project Manager
5	José Agustín Vásquez Fernández	Commercial Administration Assistant

Note: *This table contains information on the people interviewed who belong to the board of directors of the ADISA cooperative, Naranjos, Rioja.*

In the same way, the interview was used as a technique considering the top management of the Adisa Cooperative, mentioning the organizational structure during the period 2018 - 2021. According to Arroyo (2020) argued that the interview is an instrument that allows collecting primary or direct data, in this

technique the answers are quick and oral, allowing to visualize attitudes and actions of the interviewee. At the time of conducting the interview, the interviewer has had to make a previous planning of the topic, making use of an appropriate instrument that facilitates a fluid conversation between both parties. Also, the structured and standardized interview guide was taken into account as a research instrument, which was directed to the top management of the Adisa cooperative, with this instrument we were able to obtain the necessary data for our future results. Likewise, Arroyo (2020) mentioned that the interview is structured and standardized, since it is based on a list of rigid questions. In this case, the interviewee respects the content and order of the questions. The aforementioned instrument is usually used, but not only the list of questions as it is usually done, but also annotations with the place, date and time of the event.

The research topic was carried out because we identified that one of the main problems of organizations or companies is the lack of knowledge of the efficient use of operational management. As a result, we started to elaborate Chapter I, which is the introduction in which the problem and its consequences at the international and national level are specified. Following this, the theoretical framework, which detailed international and national background, evaluating within it the objectives, results and conclusions of different authors, thanks to their research and possible alternative solutions to the main problems of organizations of national and international nature in this way we saw fit to deepen and learn more about the subject, capturing ideas of the main problems that still exist in many organizations distributed throughout the world. Likewise, in the realization of the methodological part we took into account approaches, concepts, legal basis and dimensions. Therefore, we analyzed methodological strategies where we identified scientific approaches, level, design, population, sample, techniques and instruments, procedures, statistical methods and ethical aspects of research. We also had a document of the organizational summary provided by the manager of the company that allowed us to know the institutional organization chart with which the cooperative works.

The statistical method was used in the work, since it allowed to collect, describe and analyze the answers of the interview conducted with the collaborators of the ADISA cooperative; where Arroyo (2020), mentioned that the statistical analysis analyzes the data of the stage where the systematization of the results begins, in the qualitative methodological approach interprets the correspondence and non-correspondence linked to the objectives of the research. The ethical principles considered, are honesty, whose purpose is that the participants do the research in a complete way, providing real information from scientific articles, repositories and books. Likewise, Baena (2017) we have used respect, because we have accepted each of the opinions of the members, likewise respecting the indications of the teacher. According to Ñaupas et al. (2020) mention that values do not exist by themselves, they exist through a person or company; therefore, values do not have the same meaning for everything, meaning that it will vary depending on the person or company.

4. RESULTS AND DISCUSSION

4.1. Results

To obtain the results, an interview was conducted with the five employees of the ADISA cooperative, located in Pardo Miguel, Naranjos de la ciudad de Nuevo Cajamarca.

Regarding question one: What criteria are taken into account when choosing personnel for the different areas of the cooperative?

According to the president of cooperative Adisa, he mentioned that we generally seek to obtain the best employees, however, we are also aware that the capabilities of each of the future employees are variable, we focus mainly on the experience of each applicant for the job and the commitment they have to be part of the company. We also focus on how the person is, i.e. the ability to interact and relate inside and outside the company.

Likewise, the vice-president of the cooperative indicated that, at the moment of choosing the personnel we look at their records as collaborators in other organizations, their values and recommendations in which their effectiveness in the position they have already held is affirmed, we also opt for the use of evaluations and tests that allow us to know how they handle complicated situations within the company. And also observing their academic record and work performance to determine the value they can generate for the cooperative.

The manager of the cooperative mentioned that, for the selection of personnel, the experience of the person is taken into account, since we consider it important that the future collaborator of the cooperative has

the necessary knowledge to guarantee a good performance within the cooperative. They must have the skills and knowledge based on the activities they will perform.

The project manager said that first of all we rely on them having an idea, or a perspective on what the association is dedicated to, that is the minimum requirement that is asked of each personnel to be hired; after that, within each area, the knowledge that will be dedicated to that area. One scope is that within the quality department, it is mandatory to have knowledge of fertilization, post-harvest and drying.

The business administration assistant stated that the knowledge about the area where the hiring of personnel is required, for example, for quality control, needs to know about fertilization, postharvest and harvesting.

According to the results obtained from the five administrative employees of the Adisa cooperative with respect to question 1, we can say that, although it is true that it is important to take into account the experience and knowledge of each applicant to the work area, the emotional capacity of each one should also be considered, that is, to see how they could act and react in the face of unfavorable scenarios.

Therefore, question two refers to: What institutional values are promoted within the cooperative so that there is a good working environment?

The president said that within the company we generally promote good relations among the members or members of the company, we prioritize values such as honesty when carrying out the various activities of each member of the administrative area, and we also focus on each worker being as responsible as possible to demonstrate an efficient image to other organizations.

The vice president pointed out that, in order to maintain a perfect work environment, we take as a reference the practice of certain values such as respect, equality and responsibility, which lead to good operating practices, and we often make sure that each member feels comfortable belonging to our cooperative family.

The company's general manager mentions that values within the cooperative are indispensable for a good working environment. In the cooperative we work with respect among the entire work team. Respect is practiced among all the workers, from the highest position to those who have a lesser job. Teamwork is another of the values we practice within the cooperative, working together implies obtaining better results in the cooperative.

The project manager mentioned that the values we cultivate in this organization are many, but the ones that stand out the most and help the company's development are responsibility, respect and honesty.

The commercial administration assistant indicated the following, the values that we cultivate within the Cooperative are the following: responsibility, to carry out the activities in the agreed time frame, respect, to know how to listen to the comments or ideas of others, honesty, to be transparent with the resources of the company, teamwork, to associate to improve mutually.

According to the answers provided by the interviewees, we as a group consider it acceptable to establish good practices of values, since this way we are promoting companionship and associativity which facilitate the work and therefore improve the performance of each of those involved, we believe that a work environment is important to reach and achieve the vision and goals established.

Question number three detailed: Is the cooperative's vision developed in accordance with market demands and members' needs?

Adisa's president expressed that the vision for the coming years is to have a consolidated and competitive image in the national and international market. Likewise, to solve and improve the conditions of the members who are an essential part of the cooperative operation. To be a leading organization in good management practices and a role model for small businesses.

On the other hand, the vice-president of the cooperative mentioned that our vision for 2025 is to consolidate and specialize in the provision of services, so that we can be more competitive, more solid and have a much greater acceptance than we do today, in the same way we have set out to keep up with technological advances and marketing changes.

The manager of the Adisa cooperative also indicated that the cooperative's vision is to be one of the best cooperatives at the national level, using strategies that allow it to meet the demands of the market and thus ensure greater economic profitability for its members.

The project manager mentioned that, in a few years, we see ourselves as a successful model of the cooperative system in Peru, with an administrative management that will bring sustainability to the company, as well as profitability for its members, and obviously the producers will have to be involved in this management.

The business administration assistant indicated that, by 2025, we must be a highly competitive and consolidated company in the commercial market, as well as a reference for small companies and emerging businesses, and have a perfect working environment that contributes to the performance of activities focused on efficiency.

We believe that the vision proposed by the cooperative is an excellent option since focusing on being competitive is the *raison d'être* of each company, and this also generates that the company consolidates even more in the market and becomes an organizational model to choose as a reference.

Consequently, results were obtained based on question four, which detailed the following: Do the strategies considered in the Cooperative's Institutional Operational Plan allow the achievement of the goals set?

The president indicated that, within the operative plan, we believe it is convenient to always work in a coordinated manner, as a result of which we will create a point that will facilitate the different jobs or activities of each collaborator. One of our main strategies is the collection strategy, which is based on providing the member with more than what the market can pay. In this way we will be making a good link between cooperative and member.

Likewise, we refer to what was mentioned by the vice-president who stated that we have strategies such as: collection, member insurance and productive talks, which have been of great importance when it comes to achieving the goals set or proposed. Likewise, in our operational plan we have seen it appropriate to consider an evaluation regarding the performance of each employee, once we know the result of this strategy, we will provide incentives and recognition to the person who deserves it in such a way that each employee will make an even greater effort, thus generating an increase in the efficiency and development of the employee.

On the other hand, the manager of the Adisa cooperative said that the cooperative's operating plan has efficient strategies to meet the goals set, some of the strategies of the cooperatives is to provide better service to members by offering them quality products, exceeding their expectations at all stages in relation to the company.

The project manager mentioned that, of course, every plan complies with objectives and goals; and in this cooperative there is no exception, since here we set objectives based on work strategies to ensure the company's development.

The commercial administration assistant indicated that, effectively every operational plan obeys objectives and goals, and in the Cooperative we set objectives, based on work strategies in order to consolidate the development of our activities, so that we reach our objectives and goals within the Cooperative, e.g. (stockpiling strategy, objective to pay the member more than what the market can give, goal to reach at least 80% of the total supply and sell to the market.

Knowing what has been expressed by the five collaborators, we believe that the way in which they are organized and the unemployment of the collaborators as a whole is very interesting, which gives a very good message as a cooperative organization. We believe that the option of opting for a chain work system should be evaluated, that is to say that the members in charge of decision making have knowledge of all the areas of the company.

Question five is oriented to determine: Did the actions or measures taken in times of social confinement allow the cooperative to meet the demands of its clients?

The president specified that the pandemic was a hard blow for all types of organizations and we were no exception, we had problems such as the loss of members and a decrease in capital. However, we were

able to grow in order to be able to carry out our established tasks and thus cushion the blow of social isolation.

The vice-president mentioned that the pandemic was very untimely, but thanks to the fact that we were able to control our expenses and profits, we were able to cushion the problems caused by the social isolation, and we were able to comply with all our contracts and orders under the agreed regulations.

Likewise, Adisa's manager explained that, as we know, the social confinement affected many of the companies and families. However, within the cooperative we were able to meet the objectives set, we were able to generate enough profits to cover our expenses so that we were able to fulfill our contracts. We were able to meet the demands of our clients in the face of the world's problems.

The project manager mentioned that, yes, precisely during the time of COVID 19, all, not excluding any of our sales agreements and contracts, were executed at 100%, both in time and quality, despite the tragedy, we were able to meet our objectives and close all our sales contracts.

The commercial administration assistant of the Adisa cooperative indicated that we were able to satisfy all our clients during the pandemic and that all our sales and contract commitments were met 100%, both in time and quality, despite the confinement, we achieved the proposed objective and were able to sell all our contracts.

Taking into account the results obtained from the employees interviewed in relation to question number five, we can say that we should not wait for unfavorable scenarios to arrive to take actions that often do not solve anything, on the other hand if we have a strategic organizational plan to face colossal problems such as covid-19, we would avoid a number of problems that affect the cooperative, this action will not only reduce losses but also prepare us much better for any negative situation.

Results were obtained regarding question six: Does the cooperative adequately use marketing strategies that allow it to retain consumers in the short term?

The president stated that; although we are an established company, we believe that it is convenient to implement a marketing strategy, because even though we are able to retain our customers, we also believe that with a better advertising practice we can have a deeper impact to achieve market loyalty.

Adisa's vice-president mentioned that we carry out the best and greatest publicity according to our resources; however, we believe it is convenient to improve or add a plus in this field of the cooperative, which will allow us to capture the desired attention of the market and not only that, but also to always focus on organizational competitiveness, which is linked to good management practices.

The manager specified that the cooperative has marketing strategies that provide its customers with the best products and services. We use social networks and the cooperative's platform appropriately, promoting our products and the cooperative's activities.

The project manager mentioned that it is a matter of the marketing department manager using strategies such as providing good quality service to customers. Above all, that the contracts comply with the terms and conditions.

The commercial administration assistant of the Adisa cooperative indicated that the marketing strategies we use are to provide quality service to our customers, above all by complying with the contracts in the terms already specified.

According to what was mentioned by the interviewees concerning question six, we specify that the marketing area should be improved a little, since this is the action that determines the company's usefulness, and we also mention that it is not necessary to spend a lot to attract attention, but it is necessary to be creative and enthusiastic in order to impress the future client.

The results obtained with question seven, which asks: Are the administrative functions in the company carried out efficiently?

According to the president of the Adisa Cooperative, he specified that; modernization often plays against the performance of the different functions in the company, however, we believe that each administrative collaborator often makes significant efforts to be able to efficiently perform their work or assigned task.

The vice-president of Adisa mentioned that the performance and actions of each person are different, we cannot say that they are more efficient than others, but rather that they are in the process of adapting to the various changes, we believe that the actions of the collaborators are the best, since by working together we have been able to achieve many of the goals set.

The manager of the cooperative indicated that it is difficult to carry out the cooperative's activities efficiently. Managers and administrators should know their role within the cooperative very well, and the result of carrying out the activities well is to achieve the goals according to the vision of the cooperative.

The project manager pointed out that the development of these projects takes place on a regular basis, since nowadays it is very complicated to work or perform functions efficiently, often due to the conditions provided by the entity where the functions are carried out.

The commercial administration assistant stated that it is very complicated nowadays to carry out the functions efficiently; perhaps it is necessary to maintain an order in which both managers and administrators know their functions more thoroughly so that they can fulfill them, thus achieving a good operation of the cooperative.

Knowing the results of the interview with the member of the Adisa cooperative, we understand their constant improvement as a whole and we agree with what is mentioned that being efficient is a difficult task, however we believe that with effort and a more focused dedication it can be achieved, also taking into account that every collaborator must adapt to the environment, that is to say, adapt to the new ways of working.

The results obtained in question eight where the following was asked: Is the company's operating system competitive with other cooperatives?

The president mentioned that the current operating system is in the process of improvement, growth and development, i.e. we are preparing ourselves to be able to perform our work efficiently and thus be able to keep up with the market competition, although we are in the process of improvement, we are not unaware that we must be prepared for future market changes in order to anticipate future risks.

The vice-president indicated that a company exists to provide service and to be competitive, although the cooperative is good in terms of services, it is not very good in terms of competition, which is why it is improving, taking the vision and goals set by the company as reference points.

The manager specified that the cooperative identifies itself as an organization in the process of growth and improvement, therefore it also has an operating system that is increasingly determined and carried out for the purpose. Within the cooperative we are making a great joint effort to ensure the growth of the cooperative and its members.

The project manager pointed out that, as is well known, there are large, medium and small companies, and they must work according to their operating system. With respect to this cooperative, our system is in the process of becoming competitive with the others. We are working on it, and we are also working in the medium term, with the objective of generating development both for the company and for the members, and also to have a better quality of life.

The commercial administration assistant stated that there are large cooperatives with an efficient work system, there are others that are in the process of growing little by little, and like the latter we are in this process, in the same way our operating system is in the process of becoming competitive.

Once the cooperative's administrative results are known, we can jointly say that, although it is true that the cooperative is improving in order to achieve its vision, it must consider having a good business base, since this will allow it to be on a par with other cooperatives.

As a result of question nine, which seeks to detail the following:

Is the implementation of a new technology desirable to achieve greater profitability in the cooperative?

The answer given by the president of the cooperative is definitely yes, it is necessary to point out that our purpose is to be efficient in what services are concerned, therefore a better technology will not only be opening the way to perfect satisfaction, but we will also be able to meet every term and specification required.

The vice-president mentions that having technology is a faithful friend of all organizations, since it allows us every moment to have a new development as well as usefulness, therefore we see that an optimal technology is very important for our cooperative since it will allow us to be efficient and have an innovative and quality product.

The manager explains that the implementation of new technology in the cooperative means that we will be able to provide better products and services to our members and customers. This means ensuring better profitability for the cooperative, ensuring development and being more competitive.

The project manager pointed out that, yes, it is indeed of utmost importance to improve or implement technological modernization, all this with the aim of providing a unique and differentiating service from others; and of course to achieve the proposed goals in the short or long term.

The commercial administration assistant stated that, yes, it is indeed important to implement technology to provide quality service to our partners and customers, in order to achieve greater profitability in our organization.

The cooperative has very well implemented technological equipment, however, this world is changing and must go hand in hand with innovation in order to provide efficient service delivery, likewise the implementation of modern technology will help to carry out activities in the workers.

Results were obtained corresponding to question ten, the purpose of which is to determine: Is the training of personnel adequate to be able to involve the administrative part with the cooperative's goals?

According to the president, the cooperative mentions that training the personnel will reduce the risk percentage, that is to say, with this personal training activity we will increase the possibilities of reaching the goals and fulfilling the already established vision, thus contributing an important plus in the development of Adisa. In our cooperative we believe that the training that has been provided to the different collaborators is the most optimal since we are backed by the results obtained.

Mr. Adisa's vice president mentioned that, involving our staff in each of the activities is beneficial because they are part of the ADISA family, so the same action of training the members of the cooperative has been the right one since it is not only leading the cooperative in the right direction, but also promoting personal leadership.

The employee in charge of management stipulates that keeping personnel in the different areas of the cooperative trained means better efficiency and productivity. The training of our personnel plays an important role in the fulfillment of tasks and projects.

The project manager pointed out that it is vitally important to provide massive training to personnel, since there are radical changes every day, especially in the use of technology, and that is why employees must be involved in these changes in order to work efficiently.

The commercial administration assistant stated that the training process is important and fundamental in all our areas, in this way we will be involving the personnel with the cooperative's objectives and we will give them a chance to be efficient in their assigned tasks.

With the answers of the interviewees, it can be evidenced that an optimal training is carried out, but we believe that as a work team the training mechanisms should be diversified, since it is well known that the level of learning and learning varies in all people.

Discussion

The results obtained with respect to question one, which aimed to identify the aspects taken into account by the multi-service cooperative Adisa when hiring or choosing its personnel. These results are supported by the theory of Li et al. (2022) who aimed to propose a new decision making framework that combines data analysis algorithms (DAA) and a multi-criteria decision making method (MCDM) to solve the data-driven personnel selection problem. It was concluded that developing a decision support system called PLEAS will allow implementing a better decision making framework. With respect to the scientific theory, Taylor's (2003) Scientific Management approach was considered, he mentioned that scientific management is closely linked to the worker's performance and performance within the company, likewise he concluded that scientific management suggests that workers should have the management preparation to ensure that the company's activities are fulfilled efficiently.

On the other hand, the results obtained with question two emphasize the institutional values that are promoted and cultivated in the cooperative for a good working environment within the cooperative. That is why the results collected are supported by the theory of Barboza et al. (2021) who aimed to identify and study the institutional values that allow companies to have a culture that incorporates concepts of circularity and sustainability. They concluded that if there is a desire to achieve high efficiency and productivity in the organization, it must have an effective control in the management of operations. With respect to scientific theory, the study conducted by Chiavenato (2009) was taken into account, who mentioned that one of the best ways to select personnel is to know the values and vision of each one of them, followed by assigning the best possible collaborator to each area, and concluded that the implementation of this technique will allow measuring the level of efficiency in a simpler way, as well as the implementation of future improvement strategies.

Likewise, results were obtained in relation to question three, whose objective was to determine the different ideologies and concepts in relation to the vision of the multiple services cooperative ADISA. These results are supported by the study conducted by González et al. (2020) who developed a management model for the Hotel Paros in the city of Quevedo, whose vision is to be the first hotel in terms of quality and customer service in that city. The author concluded that the managerial processes in that place lack technical and scientific precision, which limits the administrative management of the organization to the realization and scope of its vision. Likewise, the scientific theory is related to the approach considered in our work, whose author is Chiavenato (2009), who indicated that this theory is of utmost importance for entities or organizations when carrying out actions focused on their vision. The author concluded that it is necessary to offer training capable of involving workers with the vision and goals of the company.

In question number four, the objective of which was to verify whether the strategies considered in the operational plan allowed the ADISA cooperative to achieve its proposed objectives. The results obtained from the cooperative's collaborators are supported by López and Dondero (2019) who aimed to propose strategies that improve organizational commitment in the sales area of the cosmetics and personal care industries. Concluding that the IML Model was strategically proposed, to increase organizational commitment focused on improving the work of the worker, increase their motivation and implement a career line that allows retaining workers in the sales area to achieve in the shortest time to meet the outlined goals of the organizations. The scientific theory is related to the study Human talent management by Chiavenato (2009) who mentioned that human capital is the most important thing when implementing new strategies or improvement proposals with a view to organizational progress and growth, which is why a necessary human capital will create a direct link between strategies and the achievement of objectives. The author concluded that the collaborators are the ones who hold the strings of a given organization.

On the other hand, results were obtained concerning question five whose objective was to know if the company was able to comply with its stipulated contracts and commercial agreements despite the social isolation. These results are supported by the theory of Vilorio et al. (2022) whose objective was to analyze the operational management during the world pandemic of Covid-19 in a company in the city of Sincelejo. The authors concluded that due to the lack of analysis of operational management in the company, the necessary attention was not paid to the implementation of innovation strategies for its products and services. This theory is similar to the approach taken by Porter (1998) in his book *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, who specified that the different adverse scenarios for the organization should be taken into account. The author also concluded that proactivity is a way out of large-scale problems such as that of Covid-19.

Therefore, the results obtained with question number six, which had the objective of verifying whether the marketing strategies implemented in the cooperative allow customer retention. It could be affirmed that the results are supported with the study made by Ascurra and Mas (2019) who aimed to generate a marketing plan to generate profits. The authors came to the conclusion that, the elaboration of a marketing plan with respect to the marketing mix, is indispensable in organizations. The scientific study was related to the approach *Marketing Management: Strategic and Operational Market Management* by Lambim (2009) who mentioned that marketing strategies are sales tools that allow companies to enter the market. Making use of marketing within companies ensures to develop an approach to the needs and demand of customers.

Based on previous studies, we recommend that the Adisa cooperative take actions to improve the marketing area, since a company can be very good with its products or services, but if it cannot attract

enough people, it will never be able to increase its profits and consequently will not be able to achieve a good commercial positioning.

Similarly, results were obtained concerning question seven whose objective was to determine the efficiency of the collaborators in the administrative area of the cooperative. The results obtained are supported by the study conducted by Leal and Quispe (2018) who aimed to improve the efficiency of the workers of the dental center through the planning of operational management by procedures. Concluding that the implementation of strategies improve operational efficiency. This scientific study is related to the approach considered by the author Taylor (2003) who mentioned that scientific management is closely linked to the performance and performance of the worker within the company, he also stated that the actions of the collaborator could be increased by providing working conditions and uniformity of tasks, The author concluded that the organization is obliged to provide the necessary mechanisms for the collaborators to perform in the most appropriate way.

Therefore, we have the results of question number eight, which had the objective of determining if the operational system of the ADISA cooperative is necessary to compete in the market. The results obtained are supported by the study conducted by Chumbile (2021) whose objective was to determine the increase that a real estate company had in its productivity, due to the application of the Lean Manufacturing method. The author concluded that by using the Lean Manufacturing method, the real estate company obtained good results in the production of wood. This scientific theory is also related to the approach Competitive Strategy: Techniques for Analyzing Industries and Competitors by Porter (1998) who indicated that competitiveness in organizations is based on 5 forces. The author concluded that it is necessary to be in constant adaptation to the commercial scenarios and one of them is to implement new mechanisms for improvement and optimization.

In the same way, results were obtained with question number nine, whose objective was to determine whether the implementation of a new technology in the cooperative is necessary or not. The results obtained from the administrative staff are supported by the study conducted by Menolli et al. (2015), who aimed to identify the main tools and technologies used in companies with software development in Brazil. They concluded that the use of tools allows to achieve a better performance in the market, as well as to reduce the impact of certain problems of the organizations. In the same way this theory is linked to the approach taken as reference of the author Porter (1998) who mentioned that the application of a technology is your main weapon against the competition because of it you can grab a greater number of consumers in the market. The author concluded that opting for new technologies often implies unforeseen expenses for the company, however, reaching an optimal level of competitiveness is not an easy task since it often implies taking somewhat risky actions.

Finally, results were obtained with question number ten addressed to the administrative collaborators of the Adisa cooperative; the objective was to determine whether the training provided by the organization is adequate to involve the collaborators with the objectives to be achieved. The results collected are supported by the study of Barba et al. (2014) who mentioned that it is possible that training has an indirect effect by improving other organizational results. The author concludes that organizational learning is a variable that mediates the relationship between training and performance which make are related to organizational stability. Consequently, this study is related to the approach Training and Development of personnel by Siliceo (2004), who argued that keeping company workers trained generates greater knowledge of certain important aspects that allow organizations to develop greater profitability, productivity and ensure their success in the market. The author concluded that training for company employees allows them to develop greater capabilities in order to meet the needs of customers. It is recommended to carry out quarterly trainings to workers in the Adisa cooperative, in order to achieve better work performance, ensuring that the cooperative achieves its goals with better results and in the shortest possible time.

5. CONCLUSION

1. It was concluded that, knowing the results obtained in question one, the Adisa cooperative will take into account a wide range of aspects and requirements when hiring its personnel, that is to say, it will take care to carry out actions framed to achieve the best possible scenarios. Therefore, an evaluation that measures the emotional capacity of each employee in the face of a moment of tension with the client or any other negative scenario is essential to have a compact organizational base.

2. The results obtained in question two allowed us to emphasize the institutional values that are promoted and cultivated within the cooperative in order to achieve an adequate work environment, in the same way it would be optimal to implement socialization spaces that allow strengthening links between the different collaborators in order to achieve the goals and objectives proposed for the organization.
3. Focusing on the different ideologies and concepts in relation to the vision of the Adisa multiple services cooperatives is an excellent option since focusing on competitiveness is the *raison d'être* of each company, having a properly detailed and established organizational plan that specifies each and every one of the company's policies, as well as making known the vision projected for the coming years to all the collaborating members of the Adisa cooperative.
4. Opting for a system of chain work will allow a diversity of activities to be carried out in the shortest possible time, and the implementation of a strategic plan specifying the route to be followed by the company will allow cooperative actions to be carried out in the best possible way.
5. The company was able to comply with its contracts and commercial agreements despite the social isolation. It was pointed out that one should not wait for unfavorable scenarios to occur before taking actions that often do not solve anything, and that having a strategic organizational plan would avoid a number of problems that affect the cooperative.
6. The marketing area determines the utility of the company, therefore it is necessary to carry out improvement actions in this area, since a company can be very good with its products or services but if it does not capture enough public it will never be able to increase its profits and consequently will not be able to have a good commercial positioning.
7. The improvement as a whole is a way to achieve efficiency, it is well known that reaching this level of service is complex, we believe that with an adequate action and with an organizational plan more focused on the vision of the company it can be achieved, therefore it must also be taken into account that all employees must adapt to the environment, that is to say, get in line with the new ways of working.
8. It is necessary to have a good business base, since this will allow us to be at the same level as other cooperatives, and to give it a certain degree of alignment with Porter's scientific approach, since we should not only focus on one aspect, but we should be aware that factors may vary when competing with others.
9. To have well implemented technological equipment is to provide services in an efficient way, the implementation of modern technology will help to carry out the activities of the workers, finally to be in constant technological adaptation will give an advantage when competing in the market.
10. The training mechanisms should be diversified, since it is well known that the level of learning and learning varies in all people, which is why carrying out quarterly training sessions for workers in the Adisa cooperative will allow for better work performance, ensuring that the cooperative achieves its goals with better results and in the shortest possible time.

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