

## Organizational Diagnosis in a Consulting Services company, in Villahermosa Tabasco, for the design of a proposal

### Diagnóstico Organizacional en una empresa de Servicios de Consultoría, en Villahermosa Tabasco, para el diseño de una propuesta

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#### Abstract

Objective: Carry out an Organizational Diagnosis, through applied research in the field of a service company to the industry. Methodology. In the first instance in this project, each of the areas and / or departments that make up the company are known, and each of the functions that make up the departments, which will serve as a basis for their study and analysis. Formats are designed to collect the information, information was collected for the design of the Contextual Framework, Conceptual Framework and Theoretical Framework. The research is non-experimental, descriptive and at another time correlational. Techniques such as brainstorming, the Likert scale and the Self-diagnosis scale were applied, which serve as the basis for determining the current situation of the company and determining opportunities for improvement in the specialized consulting services offered by the company. Contribution. Once the results are obtained, a proposal is designed for the company through a Development Model, so that it can increase its Productivity and allow it to be more competitive within the market.

#### Resumen

Objetivo: Realizar un Diagnóstico Organizacional, a través de una investigación aplicada en el ámbito de una empresa de servicios a la industria. Metodología. En primera instancia en este proyecto se conocen cada una de las áreas y/o departamentos que integran la empresa, y cada una de las funciones que integran los departamentos lo cual servirá como base para su estudio y análisis. Se diseñan formatos para hacer el levantamiento de la información, se recopiló información para el diseño del Marco Contextual, Marco Conceptual y el Marco Teórico. La investigación es no experimental, descriptiva y en otro momento correlacional. Se aplicaron técnicas como la tormenta de ideas, escala de Likert y la de Autodiagnóstico, mismas que sirven como base para determinar la situación actual de la empresa y determinar oportunidades de mejora en los servicios especializados de Consultoría que ofrece la empresa. Contribución: Una vez obtenidos los resultados se diseña una propuesta para la empresa a través de un Modelo de Desarrollo, para que ésta pueda incrementar su Productividad y le permita ser más competitiva dentro del mercado.

**Organizational diagnosis, Context, productivity**

**Diagnóstico organizacional, Contexto, productividad**

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## Introduction

This study is carried out, mainly due to the growing globalization that has generated a single world market, where the competitiveness or capacity of organizations to maintain and survive is tested daily, generating a permanent attitude of adaptation and change on the part of the companies. Companies, who aspire to success in their industrial or business segments. In this sense, the Productivity and Competitiveness of organizations becomes the fundamental difference that identifies a successful organization, because it is the basis for generating greater profits through efficiency in the use of the resources necessary for production. Strategies will be generated to improve the administrative and technical services of the company, in its areas of training, consulting, marketing and engineering services.

The objective of this project is to carry out an organizational Diagnosis of a Consulting company, in Villahermosa Tabasco. Which will serve as a basis for designing strategies to make the company more efficient and effective, through the design of a proposal for a development model for it.

The project considers the contexts: international and national. It provides the different theoretical foundations on which it is based. The methodology used is given. Then the Diagnosis that was made to the company is presented, from which results are generated that will be taken as a basis to design the proposal for the Consultant, which will improve its productivity. Finally, the proposal is presented through the design of a model.

## Background

The Consulting company carried out in 2014, a project on Process Improvement, where it was determined that the process of acquiring materials with its suppliers should be strengthened. Which was considered and this process was improved. In 2013, a project was carried out on the Curriculum vitae of the company, which defines each of the 5 areas of services that it provides as a company (Consulting, Training, Corporate Development, Marketing and Industrial Safety and Industrial Protection), as well as as well as with which companies there are alliances as suppliers, among which are: Allison Security, Salvatore Industrial Footwear, among others.

Its main clients could also be detected: Industrias Somi S.A de C, V., Manometres y Bridas S.A de C.V., Auto Pro de México S.A. de C.V., Bronco de México S.A. de C.V. among others.

## Problem Statement

The Consulting Company does not currently carry out activities to improve its processes on a continuous basis. In its processes there are some problems such as: customer service, training, Corporate Development, Marketing and Industrial Safety, to which a solution can be found taking advantage of all the resources available to the company.

## International Context

Current trends in the world, such as the globalization of markets, continuous technological changes, commercial and political openness, and global integration through the media, have led companies to be in a permanent state of alert both with regard to what is happening in its environment and the functionality and efficiency of its internal structures and processes to adapt and take advantage of these changes.

The attempts of Latin American organizations to adapt to the economic and social development that is being experienced today in many of our countries have required a variety of changes from them. In the private sector there is a tendency to develop skills to compete in a highly demanding global environment, while in the public sector there is a modernizing trend aimed at improving the services provided to its users. To facilitate this adaptation process, it is necessary for organizations to know their strengths and weaknesses to face the environment. So the organizational diagnosis is the process by which organizations can have a more precise and complete knowledge of their capacities and weaknesses. The knowledge that originates from this process allows the different organizational actors, on the one hand, to identify what those change needs are and, on the other, to manage the change more efficiently (Academia Magazine, Universidad de Chile. 2011 no. 19).

In Bogotá, Colombia in 2012, a diagnosis was made to a Business Services company, through an analysis of its administrative, financial and strategic aspects, in order to make proposals that generate value through changes that adapt to the organization improvement processes. The diagnosis of the company Staff Servicios Empresariales, carried out an investigative and analytical study of the company, in which a description and analysis of the company is made, carrying out a tour of the different areas and surroundings of the same. Its history, its processes, development, progress and main strategic factors that will be presented in the corresponding matrices are analyzed. In addition to this, the diagnosis shows the growth of the services sector and its strengthening in the Colombian market.

### National Context

In this context, a company from Tuxtla Gutiérrez Chiapas is considered, a Grupo Inmobiliario de Construcciones, who carried out an organizational diagnosis, in 2011, in order to detect in which areas of the company it has deficiencies, and to these apply innovative and efficient models that help to improve the quality of the company's results and, in turn, have a greater growth and impact on the market. Thus locating with this diagnosis: strengths, weaknesses, threats and opportunities for improvement, which involves a SWOT analysis to observe how all these elements found in the organizational diagnosis can be taken advantage of and that can be used for their greater use.

### Theoretical fundament

Organizational diagnosis is the study, necessary for all organizations, which is responsible for evaluating the situation of the company, its conflicts, this is what problems exist in the company, its potentialities or how far it can go and development paths that is the way to follow for its growth. In general, it could be said that an organizational diagnosis seeks to generate efficiency in the organization through changes. Organizations, with all their implications, are the result of the search that rational man has led to prosperity. (Luhmann, 1997), stated that organizations are social systems that define themselves by giving way to the union of a generalized motivation.

### Investigation methodology

The population that was considered to carry out the organizational diagnosis in the company, is 6 departments and the general management, to which an instrument was applied. A general tour of the company was carried out, where each of its six departments that make it up as well as the general management on which these departments depend was met. It was learned about the functions that each of these departments have. Then their service processes were known. Meetings were held with the staff to learn more about the departments; where they expressed themselves about the activities of each one of them as well as the problems of the company, this was done through the Brainstorming rain technique. Interviews were held with the personnel, so that with the information provided by them later, formats could begin to be designed to collect the information. The instrument format was designed using the Self-Diagnosis tool, Comprehensive Instrument for Productivity Measurement (IIMP), which was applied to each of the departments. The information generated with this tool provided results for the company. The tool (IIMP) has the purpose of measuring processes with 10 elements. In order to know about the organization what its current actions are and to be able to take corrective actions, by controlling its processes to improve its integral productivity.

10 elements of (IIMP) to measure each of the processes:

- Measurements related to the end customer.
- Measurements and / or process performance.
- Alliances with suppliers.
- Structuring and management of documentation.
- Skills and Skills Development Training.
- Benchmarking.
- Process adaptability.

- Evolution of human resources.
- Evolution of management level.
- Continuous improvement scheme.

In table No. 1 and 2, the development of two of these ten elements is shown.

**Instrument**

**Instructions:**

Following are questions in each of the elements referring to the company, which make it up, mark with an "X" under the number that you consider appropriate.

**Element 1: Measurements related to the end customer.**

*Objective: To know all the aspects related to the client and that impact on the processes of the organization.*

		PROGRESS IN %									
		10	20	30	40	50	60	70	80	90	100
1	Do you have an up-to-date method to know customer service satisfaction?										
2	Do you have programs that allow customers to ensure good service or satisfaction?										
3	Do you have a scheme that allows you to receive complaints and prompt solutions from customers?										
4	Do you have a Customer satisfaction measurement program?										
5	Do you have Effectiveness and Efficiency Indicators in relation to Clients?										

Evaluator's comment \_\_\_\_\_

**Table 1** Comprehensive Instrument for the Measurement of Productivity, element 1

Source: Author's Perception, 2020

**Element 2: Measurements and / or process performance.**

*Objective: Comprehensively analyze each of the actions that are developed in the processes and their interrelation between them, for the achievement of the integral objective.*

		PROGRESS IN %									
		10	20	30	40	50	60	70	80	90	100
1	Do you have a method for measuring productivity?										
2	Do you periodically evaluate the areas and immediately address the detections in low performance?										
3	Do you evaluate the impact of context variables on processes?										
4	Do you analyze leadership performance records?										
5	Do you have a Scheme that allows you to measure or compare yourself with other companies?										

Evaluator's comment \_\_\_\_\_

**Table 2** Comprehensive Instrument for the Measurement of Productivity, element 1

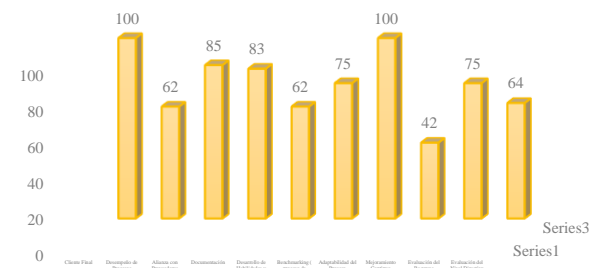
Source: Author's Perception, 2020

The instrument was applied to each of the 7 departments of the company, measuring in each of them the 10 elements mentioned, in Table 3 and graph 1, it is shown for the Department of Financial Resources.

Elements	
Final client	100
Process performance	62
Alliance with Suppliers	85
Documentation	83
Development of skills and abilities	62
Benchmarking (Benchmarking Process)	75
Process Adaptability	100
Continuous improvement	42
Human Resource Assessment	75
Management Level Assessment	64
Average	748/10
	75

**Table 3** Comprehensive Instrument for the Measurement of Productivity, of the 10 elements in the Department. of Financial Resources.

Source: Author's Perception, 2020



**Graphic 1** Comprehensive Instrument for the Measurement of Productivity, of the 10 elements in the Department. of Financial Resources

Source: Author's Perception, 2020

In this department it can be seen that its priority is the End Customer, with 100% giving the best attention to this area is a priority, the second sub element with 100% is the area of adaptability of the processes, and with 85% a good communication with suppliers and determination to be able to carry out their work. Although it has a 42% in the sub element of continuous improvement. In total with a 75% score in the advancement of all sub elements, so it is located in the Development stage. To determine the scale of Development of the organization, the following criteria are used:

%	Level of development of the organization
10-40	Incipient
40-60	Initial
60-90	Developing
90-100	Productivity-centric approach

Table 4 shows the comprehensive measurement of all the departments in the company, where it can be seen that the Department of Industrial Safety and Environmental Protection with 92% and the Department of Corporate Development and Consulting with 90%, maintain or point out that the processes that are lived within the company are at the forefront of each of the sub criteria that were evaluated, the lowest was the Department of Financial Resources with 75% this is due to the few personnel that you have within this area.

Department	Average
Human resources	82
Financial resources	75
Material resources and marketing	80
Consulting and corporate development	90
Training	81
Industrial safety and environmental protection	92
General management	84
General average	83.4

**Table 4** Comprehensive measurement of the departments of the Consulting company.

Source: *Author's Perception 2020*

## Results

With 83% (Table 4) as a result in the Diagnosis made in the Integral measurement of the Consulting Services company, there is an acceptable development of the company in terms of productivity, although there are several details within each department, due to the fact that they follow a pattern of carrying out the activities, according to the company that is requesting their services, be it training or consulting.

The departments with a lower percentage are those of Financial Resources and Material Resources and Marketing, so it is necessary to strengthen the development of their processes, their skills and abilities, as well as continuous improvement in them. It is considered that in general these aspects should be strengthened throughout the company, so that it passes from its development stage to an approach focused on productivity.

## Conclusions

After having carried out the present project in the Consulting Services Company in Villahermosa Tabasco, and having made the integral diagnosis in it, the objectives set out in it were achieved, through the application of the Integral Instrument for the Measurement of the Productivity, it was found that the company obtained a global evaluation of 83% which represents that it is at a Productivity Development Level, so it is proposed to constantly measure the organization for continuous improvement.

Increasing productivity is the path that the company must follow in order to achieve sustainable growth that allows it to strengthen and expand into new markets. This can occur thanks to technological and technical improvements, the introduction of incorporated and disincorporated changes in its processes and the better use of resources, which allow generating the greatest real efficiency of the organization, and with a minimum of errors; also have a lower or sufficiently competitive cost function compared to other competing companies, in order to maximize profits.

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