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Systemic Organizational Constellations And Coopetence Relations In Trujillo, Peru

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ABSTRACT

The purpose of research was to determine how systemic organizational constellations influence the coopetence of the merger Integra Retail S.A.-Trujillo, 2020. Study method applied was non-experimental, correlational and cross-cutting and with a mixed research approach. The study sample was 53 collaborators of merger Integra Retail S.A. Trujillo. Results showed the level of organizational constellation has a high impact level on coopetence. Systemic organizational constellations were shown to directly and significantly influence ($p < 0.01$) the coopetence and their respective dimensions of Integra Retail S. A's collaborators merger in Trujillo, 2020. Constellations level is appropriate in the organization. Above 50% of respondents said the level of organizational constellation will have a high impact with dependent variable. The level of coopetence exists in the merger Integra Retail S.A., in Trujillo, 2020 is adequate, since it occurred naturally, generating a transition that to date continues in that process and that has been efficiently assimilated in the mental positioning of collaborators of three merged stores.

Keywords: Organizational constellations, coopetence, systemic standards, integration, adaptation to change.

INTRODUCTION

In the business world of this century from the merger of organizations that are absorbed to give rise to a new organization arises the need to analyze how the objectives of the different organizations that are merged exert influence within the cooperation, integration of the new organization. Lujan (2020) highlights functions and importance of organizational constellations to mitigate incidence of frequent errors in a company's administrative process and to eventually obtain accurate and accurate information about position of different elements interact in organization at their own free will and cause problems or bottlenecks and filters do not allow the organization's sustainability. Current situation deserves to reflect on being prepared for abrupt changes capable of damaging any organizational socioeconomic scaffolding, within these organization types fit traditional ones; those of e-commerce, e-business as well as other organizational types structures with ability to expand and mutate to survive, that is, seek the management viability and its sustainability over time. This behavior is named Organizational Constellations, just as the astral constellations change and nuance black holes, super novas, milky way, shooting stars and changes in their systemic course, altering even time and space, both organizational and interstellars revolve around a star, the sun for our solar planetary system; and the customer: internal and external for any existing organizational constellation.

It should be noted Peru is in a fledgling work of launching an intelligent organization capable of centralizing its operating devices to virtual links and presenting an entirely digital platform that minimizes costs and is efficient. In addition, the coopetence has had great success cases at the national level, as in the tourism sector before the pandemic, airlines, practice coopetence with companies of the same kind that complement their terrestrial services, with transport, cargo, and others that meet the customers' needs of the same area or kind, creating a virtuous circle both in Lambayeque and Cusco. In this way, they include research on the subject

of organizational constellations and coepetence between companies. In this way, Cárdenas et al (2018) point out coepetence as a business management model are of great relevance to MSMs in Colombia which has an impact on most merged companies creating value from strategic alliances that ensure sustainability over time for companies in the region, depending on market share and their positioning in the consumer public. Castro (2015) argues application of this tool helps owners and managers in the commercial area, marketing area, in financial processes, among others of MYPE. For its part, Gómez (2015) emphasizes organizational constellations are very useful for solving organization's work problems as they offer an overview of the companies' problems finding another perspective and generating efficient and beneficial solutions. In this order, Rosselet and Senoner (2015) concluded this tool opens up a number of different opportunities other techniques cannot offer by allowing an intention to be reflected that allows the organization's mistakes to be corrected and the sustainability of the same.

For its part, in Peru, Príncipe (2017) proposes, in addition to the usual tactics, systemic management allows the relationship of elements in their entirety and is used as an efficient tool that justifies survival, as well as continuity, expansion and organization's growth. Therefore, organizational constellations are a method allows the identification of errors or poor processes favor search for solutions to problems identified within organization. Likewise, Luján (2020) concludes entrepreneurs and managers have developed implicit knowledge regarding the organizational constellations, which have allowed customers have integrated information from new organization. In addition, the implementation of new tactics, systemic patterns, the incorporation of new resources, among others, allows to improve the guides' perspectives and, in this way, manage to solve the problems presented by the organization for a look at the future.

The study of organizational constellations is product of several discoveries in different fields and is a very powerful systemic tool allows to recognize what are the organization's fundamental elements, examine the relationship that exists between client and organization to solve more quickly and directly a problem of organization's functioning (Weber, 2012). Unlike family constellations, organizational constellations were applied to social systems in twentieth century's last decades by Weber and are characterized by assessing relevance of seniority, expertise, tasks, functions and wisdom of organization's oldest workers, as well as strategically strengthening decision-making aimed at renewal of the employee, changes and improvements in results of economic investments, improve the employees' vision in relation to the strategic organizations' objectives (Echegaray, 2017). In other words, the organizational constellation is assumed as a new management approach that favors the incorporation of useful changes, renewals and adaptations for companies in complex contexts of organizations' functioning in such a way as to ensure the sustainability of business development in the future. In this sense, the objective of the study is to explain the extent and how systemic organizational constellations influence the coepetence of the merger Integra Retail S.A.-Trujillo, 2020.

METHODOLOGY

Study method applied was non-experimental, correlational and cross-cutting and with a mixed research approach. Population consisted of 103 workers from Region 6 of Integra Retail S.A., Tienda Carsa 22, Tienda Gallo plus Gallo 16, Marcimex store 25, Carlisa el Porvenir Store 10, Gmg Store the Future. 10, Marcimex Casagrande Store 10, Marcimex Virú Store 10. Sample consisted of 53 workers. Survey technique was used, which systematically gathered data on the subject of study, through direct and indirect contact with the workers and users who will be part of the sample. Data collection tools used were two questionnaires. Instruments were validation through expert judgement, as well as the application of Cronbach's Alpha reliability coefficient, to determine the applicability of instruments.

Statistical analysis

Descriptive statistics were used for data analysis, using frequency tables and statistical graphs. Spearman's Tau-b and Spearman Tau-b correlation coefficients were used to determine influence of organizational constellations on coepetence ratios.

RESULTS

Table 1 shows 47.2% of employees exhibit a good level of systemic organizational constellations, 30.2% a regular level and 20.8% have a poor level, while 43.4% of employees show a good level of coepetence, 32.1% a regular level and 17.0% a poor level.

Table 1. Identification of systemic organizational constellations and coepetence of merger Integra Retail S.A. in Trujillo, 2020.

Level	Systemic Organizational constellations		Coepetence	
	N°	%	N°	%

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Very poor	1	1.9	4	7.5
Deficient	11	20.8	9	17.0
Regular	16	30.2	17	32.1
Good	25	47.2	23	43.4
Very good	0	0.0	0	0.0
Total	53	100	53	100

Table 2 shows that Kendall's Tau-b coefficients (0.771) and Spearman's Rho (0.869) suggest a significant ratio ($p < 0.01$) positive, indicating systemic organizational constellations directly and significantly influence the coepetence of Integra Retail S.A. in Trujillo, 2020 merger.

Table 2. Influence of systemic organizational constellations on coepetence of collaborators of the merger
Integra Retail S.A. in Trujillo, 2020.

Systemic organizational constellations	Coopetence								Total	
	Very poor		Deficient		Regular		Good		N°	%
	N°	%	N°	%	N°	%	N°	%		
Very poor	1	1.9	0	0.0	0	0.0	0	0.0	1	1.9
Deficient	3	5.7	8	15	0	0.0	0	0.0	11	20.8
Regular	0	0.0	1	1.9	10	18.9	5	9.4	16	30.2
Good	0	0.0	0	0.0	7	13.2	18	34.0	25	47.2
Total	4	7.5	9	17.0	17	32.1	23	43.4	53	100
Kendall's Tau-b (τ) =		0.771	Sig.=		0.000 ($p < 0.01$)		Rho =		0.869** ($p < 0.01$)	

** There is a significant correlation to 1% (0.01).

Table 3 shows that 54.7% of employees get a good level on target achievements and 24.5% have a regular level, 39.6% of employees get a good level on the work environment and 35.8% have regular level, 41.5% of employees get a good level on productivity and 32.1% have regular level, 45.3% of employees get a good level on organizational philosophy and 34.0% have a regular level, 43.4% of employees get a good level on cooperation and 34.0% have a regular level, 43.4% of employees get a good level on systemic standards and 30.2% have regular level, 43.4% of employees get a good level on the position and 35.8% have regular level.

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Table 3. Identification of dimensions of systemic organizational constellations of the collaborators of the merger Integra Retail S.A. in Trujillo, 2020.

Levels	Achieving goals		Work environment		Productivity		Organizational philosophy		Cooperation		Systemic standards		Position	
	N°	%	N°	%	N°	%	N°	%	N°	%	N°	%	N°	%
Very poor	1	1.9	1	1.9	2	3.8	1	1.9	2	3.8	1	1.9	1	1.9
Deficient	10	18.9	12	22.6	12	22.6	10	18.9	10	18.9	13	24.5	10	18.9
Regular	13	24.5	19	35.8	17	32.1	18	34.0	18	34.0	16	30.2	19	35.8
Good	29	54.7	21	39.6	22	41.5	24	45.3	23	43.4	23	43.4	23	43.4
Very good	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	53	100%	53	100%	53	100%	53	100%	53	100%	53	100%	53	100%

Table 4 shows that 45.3% of employees get a good level on collaborative resources and 34.0% have a regular level, 47.2% of employees get a good level on teamwork and 26.4% have regular level, 41.5% of employees get a good level on institutional rituals and 35.8% have regular level, 37.7% of employees get a good level on adaptation to change and 30.2% have regular level, 41.5% of employees get good level on integration and 34.0% have regular level.

Table 4. Identification of dimensions of the coepetence of the collaborators of the merger Integra Retail S.A. in Trujillo, 2020.

Levels	Collaborative resources		Teamwork		Identity		Adaptation change to		Integration	
	N°	%	N°	%	N°	%	N°	%	N°	%
Very poor	4	7.5	4	7.5	4	7.5	5	9.4	3	5.7
Deficient	7	13.2	10	18.9	8	15.1	12	22.6	10	18.9
Regular	18	34.0	14	26.4	19	35.8	16	30.2	18	34.0
Good	24	45.3	25	47.2	22	41.5	20	37.7	22	41.5
Very good	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	53	100%	53	100%	53	100%	53	100%	53	100%

In Table 5 Kendall's Tau-b coefficient and Spearman's Rho coefficient show a high positive and significant ratio ($p < 0.01$), which indicates that systemic organizational constellations directly influence the coepetence and their respective dimensions of merger collaborators Integra Retail S.A. in Trujillo, 2020.

Table 5. Relationship between systemic organizational constellations and co-existingness with their respective dimensions of the merger Integra Retail S.A. in Trujillo, 2020.

Causal relationship of variables	Kendall's Tau-b	Spearman's Rho	P value	Decision	Statistical significance
Systemic organizational constellations versus the variable co-existingity.	0.771	0.869	0.000	H0 rejected	Significant causal relationship
Causal relationship of the dimensions of the systemic organizational constellations with coepetence.					
Dimension achievement of	0.726	0.843	0.000	H0 rejected	Significant causal

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objectives and the coopetence variable.					relationship
Work environment dimension and the coopetence variable.	0.760	0.875	0.000	H0 rejected	Significant causal relationship
Productivity dimension and the coopetence variable.	0.750	0.867	0.000	H0 rejected	Significant causal relationship
Organizational philosophy dimension and the coopetence variable.	0.759	0.876	0.000	H0 rejected	Significant causal relationship
Cooperation dimension and the coopetence variable.	0.735	0.861	0.000	H0 rejected	Significant causal relationship
Systemic standards dimension and the coopetence variable.	0.727	0.857	0.000	H0 rejected	Significant causal relationship
Position dimension and the coopetence variable.	0.709	0.844	0.000	H0 rejected	Significant causal relationship
Causal relationship of the systemic organizational constellations' variable with the dimensions of the coopetence variable.					
Variable systemic organizational constellations and the collaborative resources dimension	0.770	0.879	0.000	H0 rejected	Significant causal relationship
Variable systemic organizational constellations and the teamwork dimension	0.751	0.867	0.000	H0 rejected	Significant causal relationship
Variable systemic organizational constellations and the institutional ritual dimension	0.742	0.855	0.000	H0 rejected	Significant causal relationship
Variable systemic organizational constellations and the adaptation to change dimension	0.701	0.828	0.000	H0 rejected	Significant causal relationship
Variable systemic organizational constellations and the integration dimension	0.723	0.852	0.000	H0 rejected	Significant causal relationship

** Significant correlation to 1% (0.01).

DISCUSSION

The results that suggest a direct and significant influence of systemic organizational constellations with the coopetence of the merger Integra Retail S.A. in Trujillo, 2020, coincide with Gómez (2015) who attributes coincidences in the results and data of most representative academic products involved in the topic of systemic organizational constellations in organizations which impact on organizations' coopetence.

The level of good evidenced in the systemic organizational constellations and coopetence in the collaborators and managers of the merger Integra Retail S.A., agrees, with the statement put forward by Echegaray (2017), who states organizational constellations by 69% resolve daily conflicts, and coincides with Castro (2015) reports, who points out process of adapting to coopetence resulting from a merger is traumatic and that it leads to certain decisions through organizational constellation, is aimed at increasing skills, skills, development, and human potential development through continuous training and full participation with involvement.

In relation to dimensions' level of the systemic organizational constellations, in Table 5 are bordering the "Good" scale, at 54.7% of the Objective Achievement dimension, (39.6%) for Working Environment or "Good" dimension (41.5%) productivity dimension. Organizational laws in a similar way, in companies and institutions – which are secondary, functional and time-limited social systems, unlike the primary, emotional and infinite family system – there are invisible laws that, if not respected, bring business problems such as negative working climate, high staff turnover, customer departure, projects that never material, too much effort and few

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achievements Etc. We set out these laws – based on the studies and applications of Hellinger, G. Weber, Horn & Brick, Guillermo Echeagaray and even research by Watzlawick, Bateson, Luhmann, among others.

CONCLUSIONS

It was determined systemic organizational constellations allow to visualize the image of what the cooptence would look like in merger of the company Integra Retail S.A. in Trujillo, 2020. The Organizational Constellations based on a systemic model to relate to cooptence in the merger of company Integra Retail S.A., offer the benefit of a better diagnosis of problem consulted, that is, fusion's impact on absorbed organizations. Constellations' level is appropriate in the organization. 50% of respondents said that the level of organizational constellation will have a high impact with the dependent variable. Level of cooptence that exists in the merger Integra Retail S.A. in Trujillo, 2020 is adequate, since it occurred naturally, generating a transition that to date continues in that process and that has been efficiently assimilated into the mental positioning of the three merged stores' collaborators. It was shown that systemic organizational constellations directly and significantly influence the co-optence and their respective dimensions of the collaborators of the merger Integra Retail S.A. in Trujillo, 2020.

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