

Chapter 3

Business Competitiveness Depends on Training and Control

German Fernando Medina

Universidad Nacional Abierta y a Distancia, Colombia

Pedro Rene Jimenez Hernandez

Worley-Jacobs, Colombia

Andrea del Pilar Barrera Ortegon

 <https://orcid.org/0000-0002-1286-2623>

Universidad Nacional Abierta y a Distancia, Colombia

ABSTRACT

This chapter examines the relationship between Colombian state entities and the competitiveness of private companies, focusing on human talent development and the internal control systems implemented by the State. Through an analysis of the Political Constitution and relevant laws, it explores how the public sector strengthens the national productive sector, improving its competitiveness locally and globally. The chapter highlights the importance of aligning state-owned and private companies, emphasizing training's role in facilitating agile responses to market demands. It also proposes integrating private sector management tools into the public sector to enhance administrative efficiency and support national economic growth. The methodology includes a comprehensive review of the theoretical underpinnings of internal control systems and their practical application within state entities.

INTRODUCTION

In the contemporary business landscape, companies strive to enhance their competitiveness by fostering robust organizational cultures. Within this context, labor relations within companies tend to vary. One element that develops to a greater or lesser extent, depending on the organizational culture, is the

skill development of workers. This factor, closely tied to human capital, is directly associated with the competitiveness and productivity levels of companies.

Another critical aspect to consider in enhancing corporate competitiveness is the relationship between companies and the state, as the state functions as both a regulatory and controlling agent for the activities individuals carry out within a society. The more efficient the state becomes in facilitating procedures for both citizens and businesses, the more it acts as an economic agent that supports the competitiveness of organizations.

To achieve high levels of competitiveness in its management processes and in its interactions with companies, the state has developed a range of standards aimed at promoting self-regulation and ensuring a qualified workforce over time. These standards are grounded in regulations derived from the political constitution.

To maintain competitiveness in today's global economy, companies must prioritize the continuous training of human capital, ensuring that their workforce is prepared to meet current and future challenges.

Organizational Culture

In modern society, humans have made significant efforts to enhance productivity across various sectors, including the workplace. This necessity has led to the gradual development of different schools of thought, each with its own ideas and philosophies aimed at addressing this challenge. Ujar, A.C., Ramos, C.D., Hernández, H.E., and López, J. (2013) state, "The concept of organizational culture influences productivity, which is why it has gained great importance within organizations and has become a subject of study by various authors." This underscores the pivotal role of organizational culture in contemporary businesses, and recognizing its importance enables managers to direct their efforts toward improving organizational competitiveness.

A crucial yet often overlooked aspect of corporate training programs is the influence of cultural factors. Social norms, values, and beliefs held by employees can significantly affect their receptivity to new training practices. For instance, in some corporate cultures, resistance to change or hierarchical deference may limit the effectiveness of training initiatives, especially if cultural nuances are not considered in program design. Therefore, tailoring training programs to align with the organizational culture and the socio-cultural context of employees is essential to maximizing the effectiveness of training and ensuring that the knowledge acquired is translated into practice within the company.

Another scenario that must be considered is the diverse ways in which business leaders interact with the state: as private agents in various social, personal, and economic spheres, or, in some cases, as public servants or state contractors. Regardless of the role they play in maintaining societal cohesion, it is essential for them to understand, respect, and abide by the constitutional order established in their country of residence.

In Colombia, the current Political Constitution, promulgated in 1991, defines the rights and duties of citizens, as well as the structure of the Colombian State and the prevailing economic regime.

Workers function as productive agents, and their relevance in the productive sector is closely tied to their level of competence. When a company requires the development of new skills, it becomes necessary to organize training courses that promote the development of these competencies.

To establish the conditions necessary for companies to be competitive, both internally and externally, state entities also develop specific behaviors. A crucial aspect of their productivity is process optimization, which requires the continuous training of human capital. To achieve this objective, efforts must be

20 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage:
www.igi-global.com/chapter/business-competitiveness-depends-on-training-and-control/359422

Related Content

Innovation in the Time of Pandemic: Insights from a Survey of Malaysian Small and Medium Enterprises (SMEs)

Mohammed Alnajjar, Abdelhak Senadjki, Au Yong Hui Neeand Samuel Ogbeibu (2025). *International Journal of SME Research and Innovation* (pp. 1-21).

www.irma-international.org/article/innovation-in-the-time-of-pandemic/368040

Innovation in the Time of Pandemic: Insights from a Survey of Malaysian Small and Medium Enterprises (SMEs)

Mohammed Alnajjar, Abdelhak Senadjki, Au Yong Hui Neeand Samuel Ogbeibu (2025). *International Journal of SME Research and Innovation* (pp. 1-21).

www.irma-international.org/article/innovation-in-the-time-of-pandemic/368040

The Symbiotic Triad of Blue Ocean Leadership, Hope Preservation, and Self-Connection

Saima Aftab (2024). *Innovative Human Resource Management for SMEs* (pp. 316-332).

www.irma-international.org/chapter/the-symbiotic-triad-of-blue-ocean-leadership-hope-preservation-and-self-connection/337921

How to Align Software Projects with Business Strategy

Gustavo Ricardo Parés Arce (2008). *Software Process Improvement for Small and Medium Enterprises: Techniques and Case Studies* (pp. 258-279).

www.irma-international.org/chapter/align-software-projects-business-strategy/29633

Innovation in the Time of Pandemic: Insights from a Survey of Malaysian Small and Medium Enterprises (SMEs)

Mohammed Alnajjar, Abdelhak Senadjki, Au Yong Hui Neeand Samuel Ogbeibu (2025). *International Journal of SME Research and Innovation* (pp. 1-21).

www.irma-international.org/article/innovation-in-the-time-of-pandemic/368040