



ORIGINAL

Empowerment and work performance of the personnel of a pharmaceutical company

Empowerment y desempeño laboral del personal de una empresa farmacéutica

Henry Diego Adrianzen Olaya¹, María Roxana Ávila Atocha¹, Gustavo Ernesto Zarate Ruiz¹ , Brian Andree Meneses Claudio¹  

¹Universidad Tecnológica del Perú. Lima, Perú.

Cite as: Adrianzen Olaya HD, Ávila Atocha MR, Meneses Claudio BA. Empowerment and work performance of the personnel of a pharmaceutical company. Health Leadership and Quality of Life. 2022;1:9. <https://doi.org/10.56294/hl20229>

Submitted: 20-05-2022

Revised: 23-07-2022

Accepted: 29-09-2022

Published: 30-09-2022

Editor: Dr. Mileydis Cruz Quevedo 

ABSTRACT

The article explores the relationship between empowerment and work performance among employees of the pharmaceutical company Nova Farma Wimer in 2022. It emphasizes the importance of empowering workers to enhance job performance, highlighting the need for a positive organizational climate and effective delegation of tasks. A quantitative research approach was employed, using surveys to gather data from 84 workers. Results indicate a significant correlation between empowerment and job performance, with 73.5% of participants perceiving empowerment as good. Specific dimensions of empowerment, such as Autonomous Responsibility and Making Your Own Decisions, show positive correlations with work performance. Additionally, Integral Responsibility is highly correlated with empowerment, indicating a strong commitment from workers towards the company's goals. Competencies in knowledge, skills, and motivation also play crucial roles in job performance, with skills showing a particularly high correlation. Recommendations include encouraging employee participation in decision-making, allowing autonomy in work methodologies, and implementing incentives for motivation. Continuous training on quality standards and customer service is also advised to enhance overall performance. The study underscores the significance of empowering employees to foster a conducive work environment and achieve optimal business outcomes.

Keywords: Empowerment; Work Performance; Pharmaceutical Industry; Employee Satisfaction; Organizational Climate.

RESUMEN

El artículo explora la relación entre empowerment y rendimiento laboral entre los empleados de la empresa farmacéutica Nova Farma Wimer en 2022. Destaca la importancia del empoderamiento de los trabajadores para mejorar el rendimiento laboral, resaltando la necesidad de un clima organizativo positivo y una delegación de tareas eficaz. Se empleó un enfoque de investigación cuantitativo, utilizando encuestas para recopilar datos de 84 trabajadores. Los resultados indican una correlación significativa entre la capacitación y el rendimiento laboral, con un 73,5% de participantes que perciben la capacitación como buena. Dimensiones específicas del empowerment, como la Responsabilidad Autónoma y la Toma de Decisiones Propias, muestran correlaciones positivas con el rendimiento laboral. Además, la Responsabilidad Integral está altamente correlacionada con el empowerment, lo que indica un fuerte compromiso de los trabajadores con los objetivos de la empresa. Las competencias en conocimientos, habilidades y motivación también desempeñan papeles cruciales en el rendimiento laboral, mostrando las habilidades una correlación especialmente alta. Las recomendaciones incluyen fomentar la participación de los empleados en la toma de decisiones, permitir la autonomía en las metodologías de trabajo y aplicar incentivos para la motivación. También se aconseja la formación continua sobre normas de calidad y servicio al cliente para mejorar el rendimiento general.

El estudio subraya la importancia de capacitar a los empleados para fomentar un entorno de trabajo propicio y lograr resultados empresariales óptimos.

Palabras clave: Empowerment; Rendimiento Laboral; Industria Farmacéutica; Satisfacción de los Empleados; Clima Organizativo.

INTRODUCTION

Since several years ago, companies are constantly improving their excellent work that offers their attention to customers, the attention to their customers and also the motivation of their employees in their workplace, but this will only be achieved if workers feel empowered and, at the same time, the organizational climate or work environment is an innovative, pleasant and excellent place to work and achieve favorable results within the business.^(1,2)

It is essential to keep employees under pressure in their activities or with too much workload, as this could cause stress and low performance.^(3,4) It is essential to delegate functions and tasks, so it is necessary to have this empowerment tool, which would help workers collaborate with their work teams and be responsible for their own experience and knowledge.^(5,6)

On the other hand, work performance is measured by good customer service, good service, and product quality, but this can only be obtained if the staff is trained, motivated, and given feedback or perhaps by providing them with all the resources and tools necessary for them to be able to do their work.^(5,7)

At its level, the objective of this research is to make companies, or in this case, the company of study, the importance of empowering workers to be free and autonomous of their own decisions without being able to harm the organization in this sense to obtain positive results in their work performance and give results of benefit to both the company and the workers.^(8,9,10)

Objective: To determine the relationship between Empowerment and Work Performance of the personnel of the pharmaceutical company Nova Farma Wimer, year 2022.

METHODS

A quantitative research approach was carried out, which seeks to measure numerically through surveys.

The present work is descriptive correlational because it will measure with surveys and determine the correlation between coaching and empowerment variables.

Population

It consisted of the following data:

N: 104 workers

Sample

The sample consisted of 84 workers as a result of the application of the following statistical formula:

$$n = \frac{Nz^2 p (1 - p)}{(N - 1) d^2 + z^2 p (1 - p)}$$

N = population

Z = 1.96, for a confidence level of 95 %.

d = 0.05 as margin of error

p = probability of success

q = probability of failure

Sample size: n= 84 workers

Type of sampling

Non-experimental cross-sectional sampling, a single measurement will be made at the time, for which these variables were not altered. What we want to investigate is the correlation between empowerment and job performance.⁽¹¹⁾

According to, Hernandez, Fernandez and Baptista (2014); this type of non-experimental design, an investigation will be conducted without altering the variables, it will only be observed at the precise moment for analysis. (p.152).

Research techniques

For the study we applied the survey with questions to 84 workers of the pharmaceutical organization Nova Farma Wimer in the districts of San Juan de Lurigancho, Surco, Chorrillos and Cercado de Lima, since it seeks greater feasibility and a better statistical study.

Data collection instruments

We used the questionnaire, where 54 questions will be asked, of which the empowerment variable will be made up of 18 questions while the work performance variable will be made up of 36 questions, and will also be measured through the Likert scale.

RESULTS

Descriptive Results

Based on the data collected, we obtained 83 data from the workers of the pharmaceutical company Nova Farma Wimer who collaborated in our research.

Empowerment Variable Results

Table 1. Frequency of the variable Empowerment		
	Frequency	Percentage
Bad	2	2,4
Fair	20	24,1
Good	61	73,5
Total	83	100

As shown in table 1 73,5 % of the participants consider the Empowerment variable to be at a good level, 24,1 % indicated a fair level, and 2,4 % a poor level.

Table 2. Frequency of the dimensions of the Empowerment variable						
	Autonomous Responsibility		Making Your Own Decisions		Integral Responsibility	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Bad	9	10,8	1	1,2	0	0
Fair	23	27,7	25	30,1	8	9,6
Good	51	61,4	57	68,7	75	90,4
Total	83	100,0	83	100,0	83	100,0

Next, in table 2, the Autonomous Responsibility dimension is found at a reasonable level according to 61,4 %, followed by a regular percentage of 27,7 %, and finally with 10,8 % for the lousy level; for the dimension Making their Own Decisions found in a good level according to 68,7 %, followed by a regular percentage of 30,1 %, and finally with 1,2 % for the lousy level; and for the last dimension of Integral Responsibility, it is at a reasonable level according to 90,4 %, followed by a regular percentage of 9,6 % and finally with 0,0 % for the lousy level.

Results of the Work Performance Variable

Table 3. Frequency of the variable Labor Performance		
	Frequency	Percentage
Bad	1	1,2
Fair	25	30,1
Good	57	68,7
Total	83	100,0

As shown in table 3, 68,7 % of the participants consider that the variable Job Performance is at a good level, 30,1 % indicated a fair level and finally 1,2 % a poor level.

Next, in table 4 ,the Knowledge Competencies dimension is at a reasonable level according to 77,1 %, followed by a regular percentage of 21,7 %, and finally with 1,2 %, an insufficient level; for the Skills dimension,

it belongs to a reasonable level according to 80,7 %, followed by a regular percentage of 15,7 %, and finally with 3,6 % a lousy level. Finally, motivation is reasonable, according to 59,0 %, followed by a regular percentage of 39,8 % and 1,2 % for the lousy level.

Table 4. Frequency of the dimensions of the variable Labor Performance						
	Knowledge-based competencies		Skills		Motivation	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Bad	1	1,2	3	3,6	1	1,2
Fair	18	21,7	13	15,7	33	39,8
Good	64	77,1	67	80,7	49	59,0
Total	83	100,0	83	100,0	83	100,0

Correlational results

General Hypothesis

Ho: There is no direct proportional relationship between the empowerment and work performance variables with the pharmaceutical company Nova Farma Wimer 2022.

Ha: There is a directly proportional relationship between the variable Empowerment and the variable Labor Performance in the pharmaceutical company Nova Farma Wimer 2022.

Table 5. Correlation of the variables Empowerment and Job Performance.				
			VAR_X	VAR_Y
Rho de Spearman	Empowerment	Correlation coefficient	1	.481**
		Sig. (bilateral)	.	<.001
		N	83	83
	Job Performance	Correlation coefficient	.481**	1
		Sig. (bilateral)	<.001	.
		N	83	83
**. The correlation is significant at the 0,01 level (bilateral).				

Table 5 below identifies that the bilateral significance is $0,001 < 0,05$, that is to say, that the alternative hypothesis is approved; in addition, there is a relationship between the variables Empowerment and Work Performance, and a correlation coefficient of 0,481 is also observed, showing a moderate positive correlation between both variables.

First Specific Hypothesis

Ho: There is no directly proportional relationship between the dimension Autonomous Responsibility and the variable Labor Performance of the personnel of the pharmaceutical company Nova Farma Wimer, year 2022.

Ha: There is a directly proportional relationship between the dimension Autonomous Responsibility and the variable Work Performance of the personnel of the pharmaceutical company Nova Farma Wimer, year 2022.

Table 6. Correlation of the Autonomous Responsibility dimension and the Job Performance variable				
			DIM_X1	VAR_Y
Rho de Spearman	Autonomous Responsibility	Correlation coefficient	1	.351**
		Sig. (bilateral)	.	0,001
		N	83	83
	Job Performance	Correlation coefficient	.351**	1
		Sig. (bilateral)	0,001	.
		N	83	83
**. The correlation is significant at the 0.01 level (bilateral).				

Next, in table 6, the Rho Spearman correlation shows a result of 0,351, having a low positive correlation

with the Autonomous Responsibility dimension and the Work Performance variable and significant at a range of 0,01, as a result, negates the Ho hypothesis and affirms the Ha hypothesis, which indicates that there is a compatibility between the Autonomous Responsibility dimension and the Performance variable.

Second Specific Hypothesis

Ho: There is no directly proportional relationship between the dimension Make Your Own Decisions and the variable Work Performance of the personnel of the pharmaceutical company Nova Farma Wimer, year 2022.

Ha: There is a directly proportional relationship between the dimension Make Your Own Decisions and the variable Work Performance of the personnel of the pharmaceutical company Nova Farma Wimer, year 2022.

Table 7. Correlation of the dimension Make Your Own Decisions and the variable Job Performance.				
			DIM_X2	VAR_Y
Rho de Spearman	Make Your Own Decisions	Correlation coefficient	1	.402**
		Sig. (bilateral)	.	<.001
		N	83	83
	Job Performance	Correlation coefficient	.402**	1
		Sig. (bilateral)	<.001	.
		N	83	83
**. The correlation is significant at the 0,01 level (bilateral).				

Next, in table 7, the Rho Spearman correlation shows a result of 0,402, having a moderate positive correlation with the dimension Make Your Own Decisions and the variable Job Performance and significant at a range of 0,01 as a result negates the Ho hypothesis and affirms the Ha hypothesis, which indicates that there is a direct compatibility between the dimension Make Your Own Decisions and the variable Job Performance.

Third Specific Hypothesis

Ho: There is no directly proportional relationship between the Integral Responsibility dimension and the Work Performance variable of the personnel of the pharmaceutical company Nova Farma Wimer, the year 2022.

Ha: There is a directly proportional relationship between the Integral Responsibility dimension and the Labor Performance variable of the personnel of the pharmaceutical company Nova Farma Wimer, year 2022.

Table 8. Correlation of the integral responsibility dimension and the job performance variable				
			DIM_X3	VAR_Y
Rho de Spearman	Integral Responsibility	Correlation coefficient	1	.328**
		Sig. (bilateral)	.	0,002
		N	83	83
	Job Performance	Correlation coefficient	.328**	1
		Sig. (bilateral)	0,002	.
		N	83	83
**. The correlation is significant at the 0,01 level (bilateral).				

Next, in table 8, the Rho Spearman correlation shows a result of 0,328, having a low positive correlation with the Integral Responsibility dimension and the Work Performance variable and significant at a range of 0,02. As a result, it negates the Ho hypothesis. It affirms the Ha hypothesis, which indicates a direct compatibility with the Integral Responsibility dimension and the Work Performance variable.

DISCUSSION

This study seeks to relate the variable empowerment and work performance, which is essential to apply this tool to achieve an excellent and favorable work performance.^(12,13) As a result after finding Spearman's Rho, a significant relationship was obtained as a result, which supports that the respondents are in favor of these two variables,⁽¹⁴⁾ in their thesis, the company has to aim to apply this tool of empowerment getting efficient workers in their work tasks and to meet the objectives of the day to day in their work and feel more committed.⁽¹⁵⁾

The dimension of Autonomous Responsibility is at a good level of 61,45 %, concerning what would be done

at an insufficient level of 10,8 %, which means that the company lets them take their work methodologies, which helps workers to perform their work better and more efficiently because their opinions are heard and valued. To have an autonomous responsibility is to assume their work roles, of course, without leaving aside that sometimes the support of coworkers or bosses will be needed to lead workloads that perhaps one could not do oneself.^(16,17)

On the one hand, the dimension Making their Own Decisions will be considered to be at a good level of 68,7 %, compared to an alarming level of 1,2 %, since this starts to share decision making with the bosses, implying that each worker takes his or her own decisions regarding each problem that may occur. Decentralization is of utmost importance because it implies not being overwhelmed with many problems and solving individual actions when making decisions, which implies a decrease in work stress.^(18,19)

Finally, the dimension of Integral Responsibility is very favorable since it is at an excellent level with 90,4 %, thanks to the fact that the company is always in constant training with issues of quality standards and commitment both with customers and workers.^(12,20) It is not only essential to have an integral responsibility within the company but also to be committed outside, that is, with the power groups, which will help to contribute to the integrative image of the company, favoring a loyal commitment with everyone and especially with suppliers to receive and deliver quality products to customers.⁽²¹⁾

About the Knowledge Competence dimension, it can be said that it is at an excellent level of 77,1 % concerning the staff, considered a lousy level of 1,2 %; this implies that workers know how to retain and interpret very well the knowledge provided by their bosses helping to have better knowledge helping to develop and improve their skills in order to have a better performance at work.⁽²²⁾ According to the Webscolar portal (s.f.) research, the way to success is to learn new knowledge daily for our learning and optimal development, which will lead to being professionally successful and a good way for the company.^(19,23)

The skills dimension showed a good level of 80,7 % concerning the personnel who consider that they do not have adequate skills 3,6 %, which implies that workers have hard and soft skills that help them develop their work better. However, it is also essential that the company emphasizes training them in specific skills that each worker needs to polish or learn, helping them enhance their knowledge and professionalism.⁽²⁴⁾

Finally, the motivation dimension showed an excellent level of 59,0 %, considering that some do not feel motivated 1,2 %. However, it is mentioned that it is acceptable to the workers, showing that the company provides some incentive regarding their work, favoring their performance and encouraging them to work. As Oliva's (2022) research shows, Motivation is essential for workers to feel happy and do their work in the best way, but the main thing is that they can provide excellent customer service.^(25,26)

Concerning the general hypothesis, it can be stated that the empowerment of workers increases the level of their work performance, which also has a strong influence since we got a correlation of 0.481, indicating a high correlation with both variables with a bilateral significance level of $0,001 < 0,05$. The whole company must give them the freedom to make their own decisions, resolve conflicts, and participate in the company's improvements, thus contributing to their feeling that they are part of it and developing a high level of job satisfaction in their work.

For the first specific hypothesis, Autonomous Responsibility as the first dimension has a relatively high influence on work performance, a Rho Spearman correlation showing a result of 0,351 with a significance of $P=0,001 < 0,005$ for this confirms that there is a positive relationship between the dimension and the variable. Labor Performance does not imply only for the worker if it goes hand in hand with the fact that the bosses can grant autonomous responsibility to each of them so that they can choose their methodologies to be more efficient.^(27,28)

For the second specific hypothesis, Making their Own Decisions as a second dimension has a relatively high influence on work performance, the Rho Spearman correlation shows a result of 0,402 with a degree of significance of $P=0,001 < 0,005$. We confirm a positive relationship between the dimension and the variable. Many companies look for ways to solve different types of difficulties that arise.⁽²⁹⁾ That is why the bosses should distribute responsibilities so that each worker assumes one himself and can identify and solve them immediately without overloading others. For the third specific hypothesis, Integral Responsibility as a third dimension has a relatively strong influence on labor performance, with Rho Spearman correlation where it shows as a result of 0,328 with a significance degree of $P=0,002 < 0,005$ for them, we confirm that there is a positive relationship with the dimension and the variable. Nowadays, companies are not only training or orienting workers on quality standards, quality products, and good service but also teaching power groups the meaning of having a comprehensive responsibility and thus being able to work integrally.^(30,31)

CONCLUSIONS

First: It was determined that Empowerment impacts the work performance of the employees of Nova Farma Wimer, where there is a highly positive relationship, demonstrating that if there is Empowerment, we can achieve high work performance.

Second: According to the analysis, it was determined that the dimensions of Autonomous Responsibility, decision-making, and Integral Responsibility are closely correlated with each other, also have a reasonable correlation, and are integrated with the variable Empowerment; we can also mention that the Integral Responsibility dimension is highly correlated, that is very good, with the variable Empowerment showing 90,4 % of acceptance by workers, which implies that if it is being fulfilled to be integral both with the company, with themselves and with customers.

Third: On the other hand, the dimensions of Competencies by Knowledge, Skills, and Motivation are closely correlated. They also have a reasonable correlation, and it is integrated with the variable Job Performance; we can also mention that the dimension Skills is highly correlated, i.e., very good, with the variable Job Performance showing an 80,7 % implies that the company has workers with the skills required for the position, both in soft and hard skills. It is important to emphasize that it is always good to have a monthly evaluation to see which workers need to improve or reinforce specific skills to achieve good job performance.

Fourth: Finally, because workers feel motivated by the collaborator, there is a slight relationship between the employer and them.

REFERENCES

1. Bautista Cuello R, Cienfuegos Fructus R. El desempeño laboral desde una perspectiva teórica 2020.
2. Sánchez Lima CN. Adecuación de los modelos de evaluación en recursos humanos para el desempeño laboral. *Revista de Investigacion Psicologica* 2021:71-82.
3. Irving TSF, Palacios BRM. Un acercamiento teórico del desempeño laboral. *Revista de Investigación Valor Agregado* 2021;8:86-98. <https://doi.org/10.17162/riva.v8i1.1633>.
4. Mamani Avendaño YM, Cáceres López J. Desempeño laboral: una revisión teórica. Universidad Peruana Unión 2019.
5. Quispe Cachi S. Importancia de la evaluación del desempeño laboral 2020.
6. González EJC. Clasificación de las condiciones laborales y su relación con el desarrollo humano del hombre trabajador. *Revista Gestión y Región* 2013:59-80.
7. Rodríguez Orozco I. Evaluación del Desempeño 2017.
8. Valdés-Padrón M, Garza-Ríos R, Pérez-Vergara I, Gé-Varona M, Chávez-Vivó AR. Una propuesta para la evaluación del desempeño de los trabajadores apoyada en el uso de técnicas cuantitativas. *Ingeniería Industrial* 2015;36:48-57.
9. Asencio AD. Gestión del puesto y evaluación del desempeño. Editorial Elearning, S.L.; 2020.
10. Aimacaña Orosco A del P, Tello Robayo MM. Empowerment y su influencia en el compromiso organizacional en una mediana empresa: caso Industria Inplastico. bachelorThesis. LATACUNGA / UTC / 2017, 2017.
11. Bohórquez E, Pérez M, Caiche W, Benavides Rodríguez A, Bohórquez E, Pérez M, et al. La motivación y el desempeño laboral: el capital humano como factor clave en una organización. *Revista Universidad y Sociedad* 2020;12:385-90.
12. Gorostegui EP. Comportamiento humano y habilidades directivas. Editorial Centro de Estudios Ramon Areces SA; 2018.
13. Díaz Muñoz GA, Salazar Duque DA, Díaz Muñoz GA, Salazar Duque DA. La calidad como herramienta estratégica para la gestión empresarial. *Podium* 2021:19-36. <https://doi.org/10.31095/podium.2021.39.2>.
14. Acosta-Véliz MM, Jiménez-Cercado ME. Modelo de gestión empresarial del Ecuador. *Revista Científica FIPCAEC (Fomento de la investigación y publicación científico-técnica multidisciplinaria)* ISSN : 2588-090X Polo de Capacitación, Investigación y Publicación (POCAIP) 2020;5:115-31. <https://doi.org/10.23857/fipcaec.v5i5.218>.
15. Quintana P del CJ. Importancia del modelo de gestión empresarial para las organizaciones modernas.

Revista de Investigación en Ciencias de la Administración ENFOQUES 2020;4:272-83.

16. Rodríguez-Sánchez J-L. Acciones necesarias para mejorar la relación causa-efecto entre la inversión en prácticas de gestión de recursos humanos y la motivación en la empresa. *Información tecnológica* 2020;31:207-20. <https://doi.org/10.4067/S0718-07642020000200207>.

17. Hipótesis, Método & Diseño de Investigación: Discovery Service para Universidad de Buenos Aires - SISBI s. f. <https://eds.p.ebscohost.com/eds/detail/detail?vid=0&sid=eb29bfe3-0f63-45cc-955f-44ac7e4b431a%40redis&bdata=Jmxhbm9ZXMmc2l0ZT1lZHMtY29wZT1zaXRl#db=zbh&AN=93609053> (accedido 19 de enero de 2024).

18. Bedoya VHF. Tipos de justificación en la investigación científica. *Espíritu Emprendedor TES* 2020;4:65-76. <https://doi.org/10.33970/eetes.v4.n3.2020.207>.

19. Ruiz-Palomo D, León-Gómez A, García-Lopera F. Disentangling organizational commitment in hospitality industry: The roles of empowerment, enrichment, satisfaction and gender. *International Journal of Hospitality Management* 2020;90:102637. <https://doi.org/10.1016/j.ijhm.2020.102637>.

20. Griffin RW. *Administracion*. Cengage Learning; 2011.

21. Ramírez MFM, Ostos J, Arteaga ARS. ROLE OF EMPOWERMENT AND IDENTIFICATION WITH WORK TEAMS IN INNOVATION CLIMATE. *Rev Adm Empres* 2020;60:183-94. <https://doi.org/10.1590/S0034-759020200302>.

22. Orgambidez A, Almeida H. Exploring the link between structural empowerment and job satisfaction through the mediating effect of role stress: A cross-sectional questionnaire study. *International Journal of Nursing Studies* 2020;109:103672. <https://doi.org/10.1016/j.ijnurstu.2020.103672>.

23. Peiró JM, Bayona JA, Caballer A, Di Fabio A. Importance of work characteristics affects job performance: The mediating role of individual dispositions on the work design-performance relationships. *Personality and Individual Differences* 2020;157:109808. <https://doi.org/10.1016/j.paid.2019.109808>.

24. Saldarriaga Villar MA. Relación entre empowerment y compromiso laboral en los trabajadores de una entidad pública Piura, 2019. Repositorio Institucional - UCV 2020.

25. Responsabilidad integral | indra s. f. <https://www.indracompany.com/es/blogneo/responsabilidad-integral> (accedido 19 de enero de 2024).

26. Sánchez CAT, Tamayo JW. Las habilidades que requiere el trabajador del futuro. *Rutas de formación: Prácticas y Experiencias* 2018:58-63. <https://doi.org/10.24236/24631388.n6.2018.1904>.

27. Rotundo GJZ, Paparella LS, MAM. Toma de decisiones y estilo de liderazgo: estudio en medianas empresas. *Revista Científica Compendium* 2016;19.

28. Psychological Empowerment and Employee Outcomes in Mexico: The Role of Individual Power Distance Orientation and Perceived Organizational Support - ProQuest s. f. <https://www.proquest.com/openview/4dfaa86d95ee99785f5549aa9f63ae70/1?pq-origsite=gscholar&cbl=40946> (accedido 19 de enero de 2024).

29. C LG Alfredo. *Administración Estratégica*. Grupo Editorial Patria; s. f.

30. Hernández Palma HG. La gestión empresarial, un enfoque del siglo XX, desde las teorías administrativas científica, funcional, burocrática y de relaciones humanas. *The enterprise management, an approach of century XX, from the theories administrative scientific, functional, bureaucratic and of human relations* 2011.

31. Pons Muzzo Vizcarra A. La relación del empowerment psicológico y el engagement laboral en colaboradores de empresas del sector privado. Repositorio Institucional - Ulima 2021.

RECOMMENDATIONS

First: It is recommended to the company that employees participate in improving ideas and that they are taken into account since they are in the day-to-day work and in front of customers and therefore know the

problems that may occur. They suggest alternative solutions or innovative ideas for the company to apply.

Second: It is also suggested to both managers and bosses to let workers take their work methodologies to find ways to be more agile in their work, not to obstruct them or tell them that this is not how they perform the work, on the contrary, suggest that they find the best way to perform their tasks but without altering the workflows, because if there is any change of improvement or suggestion to report immediately to managers or bosses to be taken, to apply them and see results.

Third: On the other hand, the company should motivate them based on an additional economic gain in product promotions within the company, reward them for their work, constant evaluations with customer satisfaction surveys, and from there, see the positive or negative results and then make feedback or improvements.

Fourth: Finally, it is recommended that the company constantly train employees on quality standards and customer service issues and improve the management of internal learning and storage of medicines. These issues are essential, as they will help the company be certified in the types of ISOS that merit it so that the image of the company is more valued, to have quality products without expiration dates, and to help our buyers acquire products. However, for that, we must have qualified and experienced personnel on issues of improvement in the management of time, identification in the processes of workers to order, or consultation to not discuss with the employer.

FINANCING

The authors did not receive financing for the development of this research.

CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

AUTHORSHIP CONTRIBUTION

Conceptualization: Henry Diego Adrianzen Olaya, María Roxana Ávila Atocha, Gustavo Ernesto Zarate Ruiz, Brian Andree Meneses Claudio.

Investigation: Henry Diego Adrianzen Olaya, María Roxana Ávila Atocha, Gustavo Ernesto Zarate Ruiz, Brian Andree Meneses Claudio.

Methodology: Henry Diego Adrianzen Olaya, María Roxana Ávila Atocha, Gustavo Ernesto Zarate Ruiz, Brian Andree Meneses Claudio.

Project management: Henry Diego Adrianzen Olaya, María Roxana Ávila Atocha, Gustavo Ernesto Zarate Ruiz, Brian Andree Meneses Claudio.

Supervision: Esther Henry Diego Adrianzen Olaya, María Roxana Ávila Atocha, Gustavo Ernesto Zarate Ruiz, Brian Andree Meneses Claudio.

Writing-orginal draft: Henry Diego Adrianzen Olaya, María Roxana Ávila Atocha, Gustavo Ernesto Zarate Ruiz, Brian Andree Meneses Claudio.

Writing-proofreading and editing: Henry Diego Adrianzen Olaya, María Roxana Ávila Atocha, Gustavo Ernesto Zarate Ruiz, Brian Andree Meneses Claudio.