

# Clarity in Organizational Processes: Influence of Care and Repair in the Work Environment

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## Abstracts

This study analyzes the relationship between Care, Repair and Clarity in organizational processes through a multiple regression model. The research is based on theoretical approaches on organizational communication, learning and work performance, considering that both care and repair can significantly influence the clarity perceived by employees. It is hypothesized that an increase in care and repair is associated with greater clarity in the execution of tasks and the transmission of information in the work environment. To evaluate this relationship, a quantitative design based on econometrics was used. The estimated model shows that the coefficients of Care and Repair are positive and highly significant ( $p < 0.001$ ), suggesting that both factors contribute significantly to organizational clarity. In addition, the model as a whole is statistically significant ( $p < 0.001$ ) and meets the fundamental assumptions of multiple regression, including linearity, normality, homoscedasticity, absence of autocorrelation, and lack of multicollinearity between explanatory variables. The conclusions highlight that Care and Repair play a key role in the perception of clarity in the work environment, which has implications for both organizational management and worker efficiency. The evidence obtained suggests that promoting concentration on tasks and the ability to adjust and correct improves communication and understanding of processes in organizations. It is recommended that future research incorporate additional variables to deepen this relationship and explore its effects in different work contexts.

**Keywords:** Clarity, attention, repair, organizational communication, work performance, efficiency.

## 1. Introduction

In organizational environments, clarity in communication and in the execution of processes plays a central role in the performance and efficiency of workers. Clarity in information facilitates decision-making, reduces uncertainty and improves coordination in work activities. However, its development depends on multiple factors, including the attention that employees pay to the

information they receive and the ability to repair, that is, the correction and adjustment of actions based on errors detected.

Attention is an essential component in the assimilation of information within the organizational environment. According to previous research, employees who maintain high levels of attention in their tasks tend to process work instructions and objectives more accurately (Gómez & Restrepo, 2020). On the other hand, repair is a mechanism for learning and continuous improvement that allows workers to optimize their processes and correct errors effectively (Argyris & Schön, 1978). However, the interaction between these two factors and their impact on perceived clarity within the work environment has not yet been widely studied.

In the Colombian context, where working conditions vary according to the sector and the type of organization, understanding how care and repair affect clarity in organizational processes is essential to design strategies for optimization in communication and work efficiency. Previous research has shown that environments with a clear structure favor employee performance and satisfaction (Méndez, 2018), but there are still gaps in the literature on the specific role that care and repair play in this process.

Given this gap, the present study seeks to answer the following research question: To what extent do care and repair influence the clarity of organizational processes in Colombian employees? To this end, a multiple regression model is used to evaluate the relationship between these variables and determine their impact on the perception of clarity within the work environment.

To understand the relationship between care, repair, and organizational clarity, it is necessary to resort to various theoretical approaches that explain how cognitive processes, communication, and feedback affect the interpretation and execution of tasks in the work environment. The interaction between these variables directly influences employees' ability to process information efficiently, reduce errors, and optimize their performance. In this sense, the present research is based on models of cognitive psychology, organizational communication and performance management, which allow establishing a solid conceptual framework to evaluate the relationship between care, repair and organizational clarity.

### Theory of Cognition and Attention (Kahneman, 1973)

From the perspective of cognitive psychology, attention is conceived as a limited resource that individuals assign to various tasks according to their cognitive capacity and the demands of the environment. Kahneman (1973) states that attention is a system with finite resources, so employees must distribute their cognitive effort according to the importance and complexity of the information they process. In this sense, attention plays a key role in the perception of organizational clarity, as it allows workers to filter relevant information and concentrate on essential tasks, minimizing distractions and reducing ambiguity in the interpretation of instructions.

The Cognitive Load Theory (Sweller, 1988) complements this approach by suggesting that when employees are given excessively complex or confusing information, their ability to process and execute instructions is negatively impaired. If the cognitive load exceeds the individual's attentional resources, clarity in the execution of tasks decreases, generating errors and

uncertainty. In this context, repair becomes a crucial mechanism to adjust work processes and reduce cognitive load, facilitating the adaptation of employees to dynamic environments and improving accuracy in the interpretation of organizational objectives.

From this perspective, organizational clarity depends not only on the structure of communication, but also on employees' ability to focus on essential information and discard irrelevant elements. An organizational environment that minimizes cognitive overload and optimizes the allocation of attentional resources will facilitate the repair of errors and strengthen the understanding of key procedures.

### Organizational Learning Theory (Argyris & Schön, 1978)

Repair in the work context is understood as a process of adjustment and correction of errors, in which employees identify deficiencies in their performance and modify their work strategies in response to the feedback received. From the perspective of Organizational Learning Theory (Argyris & Schön, 1978), this process is fundamental for continuous improvement in the work environment, as it allows employees to acquire a deeper understanding of their roles and responsibilities.

Within this theoretical framework, two levels of organizational learning are distinguished:

1. Single-loop learning: At this level, employees adjust their actions within the set parameters without questioning the underlying procedures or principles. The repair in this case is limited to correcting operational errors without modifying the organizational structure.
2. Double-loop learning: At this level, employees not only correct their mistakes, but also reevaluate the fundamental assumptions of the work system, modifying their understanding of processes and increasing clarity in the organization.

Organizational clarity is strengthened when employees have access to feedback mechanisms that allow them to understand the purpose of their tasks and improve their performance autonomously. A work environment that encourages repair as a continuous learning process will reduce the incidence of recurring errors and optimize efficiency in the execution of tasks.

### Theory of Organizational Communication (Shannon & Weaver, 1949)

From the perspective of organizational communication, clarity in work processes is closely related to the effectiveness in the transmission of information within a company. According to the model of Shannon and Weaver (1949), effective communication occurs when the message emitted by the sender is received and interpreted correctly by the receiver, minimizing the interference of organizational "noise". Attention plays a crucial role in this process, as it allows employees to filter relevant information and rule out distractions, thus improving the reception of messages and instructions.

In this model, repair acts as a corrective mechanism that reduces communicative ambiguity and improves the understanding of organizational messages. When employees have the opportunity to correct errors in communication through adjustments in interaction, organizational clarity is strengthened. Recent studies have shown that clarity in organizational communication is directly

related to job performance, employee satisfaction, and job stress reduction (Carless, 2006; Gómez & Restrepo, 2020).

The econometric model of this study seeks to empirically evaluate the extent to which care and repair contribute to improving clarity in organizational communication. The underlying hypothesis is that better structuring of communication processes, combined with adjustment strategies and error correction, optimizes employees' perception of organizational clarity.

#### Performance and Productivity Theory (Hackman & Oldham, 1980)

From the perspective of work performance, clarity in processes is a determining element for employee motivation and efficiency. According to Hackman and Oldham's (1980) Job Characteristics Model, factors such as task comprehension, effective feedback, and autonomy at work are directly related to the perception of organizational clarity.

In this model, attention is linked to employees' ability to accurately identify their responsibilities and focus on their work, allowing for more efficient execution of their duties. On the other hand, repair contributes to the continuous improvement of processes, ensuring that employees can correct errors and optimize their work strategies based on the feedback obtained. When workers operate in a structured environment, where they can focus on key tasks and correct errors effectively, organizational clarity is strengthened, reducing uncertainty and improving productivity in the work environment.

#### Integration of Variables into the Theoretical Framework

Together, these theoretical approaches support the central hypothesis of the study: care and repair are determining factors in the perception of organizational clarity.

1. Attention allows employees to better process information, reduce cognitive overload, and minimize organizational noise, making it easier to understand work tasks and goals.
2. Repair operates as a learning and adjustment mechanism that improves the interpretation of processes and the accuracy in the execution of tasks, reducing errors and optimizing performance.
3. Organizational clarity is the result of an environment where effective communication, focus on the task, and error correction allow for better structuring of procedures and greater efficiency at work.

The study employs a quantitative approach based on the estimation of a multiple regression model that allows evaluating the relationship between care, reparation, and clarity in Colombian employees. Data from a representative sample of workers were analyzed, applying statistical analysis techniques to determine the impact of care and repair on the perception of organizational clarity.

The results are expected to confirm the hypothesis that both care and repair have a positive and significant impact on organizational clarity. In particular, it is anticipated that employees who present high levels of attention in their work activities perceive greater clarity in organizational

processes. Likewise, it is expected that those workers with greater capacity for repair and adjustment of strategies will develop a clearer understanding of their tasks and objectives.

From a methodological perspective, the regression model is expected to comply with the fundamental assumptions of linearity, normality, homoscedasticity, and absence of autocorrelation. This will ensure the validity of the inferences made and allow the estimated coefficients to be interpreted with confidence.

The findings of this study will have important implications for organizational management in Colombia, as they will allow the identification of effective strategies to improve internal communication and optimize clarity in work processes. If the results confirm that care and repair influence organizational clarity, companies will be able to implement policies that encourage focus on work and the development of structured corrective strategies. In addition, these results can be used in future research to delve into the mechanisms that explain this relationship and evaluate its impact on productivity and job satisfaction.

## 2. Methodology

This study uses a quantitative, explanatory and correlational approach, with the aim of analyzing the relationship between Attention, Repair and Organizational Clarity in Colombian employees. A multiple regression model was used, which allowed evaluating the simultaneous effect of the independent variables (Care and Repair) on the dependent variable (Clarity).

The econometric model used in the study is expressed as follows:

$$Y = B_0 + B_1X_1 + B_2X_2 + u$$

where:

- $Y$  represents the dependent variable Clarity,
- $X_1$  is the independent variable Attention,
- $X_2$  is the independent variable Repair,
- $B_0$  is the intercept,
- $B_1$  and  $B_2$  are the coefficients of the explanatory variables,
- $u$  is the term for random error.

The methodological design allows us to evaluate how care and repair contribute to the perception of clarity in organizational processes, providing an empirical basis to understand the mechanisms that facilitate communicational efficiency and the structuring of tasks in the workplace.

### Population and Sample

The target population of the study is made up of Colombian employees from various labor sectors. For the estimation of the model, a sample of 233 observations was taken, ensuring the

representativeness of the data and the possibility of generalizing the results to the Colombian organizational context.

The sample selection criteria was non-probabilistic for convenience, since the data were obtained from existing labor records. It was ensured that all individuals included in the sample had sufficient information on clarity in organizational processes, levels of attention at work, and frequency of error repair.

### Instruments

For data collection and analysis, statistical tools specialized in econometrics were used. The R software was used for the estimation of the regression model and the execution of validation tests of statistical assumptions.

The variables were measured using work perception scales, with scores ranging from 1 to 40, where higher values indicate a greater presence of the evaluated characteristic.

- Clarity: The degree to which employees perceive organizational tasks and processes to be well-defined and structured.
- Attention: Level of concentration and active processing of information by employees in their work environment.
- Repair: Ability for employees to correct errors and adjust their work strategies based on feedback and experience.

Each of these variables was analyzed in terms of their central tendencies and dispersion before being incorporated into the econometric model.

### Data Analysis

The data analysis was carried out in several stages:

1. Descriptive analysis: Measures of central tendency and dispersion were calculated to obtain an overview of the distribution of variables.
2. Estimation of the multiple regression model: The ordinary least squares (OLS) method was used to evaluate the relationship between Attention, Repair and Clarity, determining the significance of the coefficients by *t* tests.
3. Model fit tests: Various econometric tests were performed to verify compliance with the fundamental assumptions of the regression:
  - GVLMA test: Evaluated linearity, normality, model specification, and homoscedasticity, confirming that the model is adequate.
  - Rainbow test: Verified the linearity of the relationship between variables.
  - Durbin-Watson test: Analyzed the autocorrelation of residuals to ensure independence from errors.

- Shapiro-Wilk test: Assessed the normality of the residuals, ensuring that errors follow a normal distribution.
- VIF (Variance Inflation Factor) test: Examined the possible multicollinearity between the independent variables, verifying that there is no redundancy in the explanatory information.

### 3. Results

The data analysis allowed us to evaluate the relationship between Attention, Reparation and Clarity in the organizational processes of Colombian employees. Through a multiple regression model, the joint impact of the independent variables (Care and Repair) on the dependent variable (Clarity) was determined.

#### Descriptive Statistics

Prior to the estimation of the econometric model, a descriptive analysis of the variables was carried out in order to understand their distribution and dispersion. Table 1 presents the main measures of central tendency and dispersion:

Variable	Minimal	1st Quartile	Median	Stocking	3rd Quartile	Maximum
Clarity	8.00	24.00	29.00	28.27	33.00	40.00
Attention	8.00	21.00	26.00	26.01	31.75	40.00
Reparation	10.00	26.00	31.00	29.78	35.00	40.00

These values reflect a homogeneous distribution of the variables, without the presence of outliers that could affect the model's estimation.

#### 3.2 Estimation of the Multiple Regression Model

The estimated multiple regression model is expressed as follows:

$$\hat{Y} = 6.8054 + 0.1875X_1 + 0.5571X_2 + u \quad \hat{Y} = 6.8054 + 0.1875 X_1 + 0.5571 X_2 + u$$

where:

- $\hat{Y}$  represents the dependent variable Clarity,
- $X_1$  is the independent variable Attention,
- $X_2$  is the independent variable Repair,
- 6.8054 is the model intercept,
- 0.1875 and 0.5571 are the coefficients that measure the impact of Care and Repair, respectively.
- $u$  represents the term random error.

Table 2 presents the estimated coefficients and their statistical significance:

Coefficient	Estimate	Standard Error	Value t	P-Value
Intercept	6.8054	1.8243	3.73	0.0002
Attention	0.1875	0.0494	3.79	0.0002
Reparation	0.5571	0.0548	10.17	< 0.001

The estimated coefficients indicate that both Care and Repair have a positive and significant impact on organizational Clarity. In practical terms, for each additional unit in Attention, Clarity increases by 0.1875 units, while for each additional unit in Repair, Clarity increases by 0.5571 units.

The adjusted coefficient of determination ( $\text{adjusted } R^2 = 0.3863$ ) indicates that 38.63% of the variability in organizational clarity is explained by the variables Care and Repair. While this suggests that other factors also influence perceived clarity, the fit of the model is adequate and the independent variables show a significant effect on the dependent.

### Model Validation

To evaluate the validity of the model, several statistical tests were carried out in order to verify compliance with the fundamental assumptions of multiple regression:

- GVLMA test: Confirmed that the model meets the assumptions of linearity, normality, model specification, and homoscedasticity ( $p=0.5405$ ).
- Rainbow test: With a statistic  $\text{Rain} = 0.84598$  ( $p=0.8152$ ), it was confirmed that the relationship between the variables is linear.
- Durbin-Watson test: With a statistic  $\text{DW} = 1.8053$  ( $p=0.0675$ ), it was concluded that there is no significant autocorrelation in the model residuals.
- Shapiro-Wilk test: With a p-value of 0.1414, it was verified that the residues follow a normal distribution.
- VIF (Variance Inflation Factor) test: It indicated that there is no multicollinearity between the explanatory variables ( $\text{FIV} = 1.075$ ).

These results support the validity of the model and allow its coefficients to be interpreted with confidence.

### Interpretation of the Results

The positive coefficient of Attention indicates that employees who pay more attention to organizational processes tend to perceive greater clarity in their work functions and objectives. This supports the hypothesis that a greater concentration on work activities facilitates the interpretation of organizational messages and reduces uncertainty at work.

Likewise, the positive and highly significant coefficient of Repair suggests that employees who have better strategies to correct errors and adjust their work practices perceive greater

organizational clarity. This coincides with previous studies that have pointed out the importance of feedback and continuous improvement in the structuring of organizational processes (Argyris & Schön, 1978).

From a practical perspective, these findings suggest that companies can improve organizational clarity through strategies that foster attentive work and the implementation of effective remediation processes. This can be achieved through training in concentration and organizational learning techniques based on the identification and correction of errors.

#### 4. Discussion

The results obtained in this study confirm the existence of a positive and statistically significant relationship between Care, Repair and Organizational Clarity in Colombian employees. The estimation of the multiple regression model indicates that both independent variables significantly influence the perception of clarity, which reinforces the importance of these factors in the structuring and transmission of information within organizations.

From the Theory of Cognition and Attention (Kahneman, 1973), the results can be explained from the idea that greater concentration on work activities allows employees to process information more effectively, which in turn improves their understanding of organizational processes. The positive Attention coefficient suggests that employees who manage to focus on tasks and organizational communication perceive greater clarity in their work, reducing ambiguity and uncertainty.

Likewise, from the Theory of Organizational Learning (Argyris & Schön, 1978), the findings of this study indicate that Repair plays a central role in the construction of organizational clarity. Employees who develop correction strategies and continuous adjustment in their work practices achieve a better structuring of information and a higher level of understanding of their functions. This result is consistent with the idea that repair allows individuals to learn from feedback and experience, which generates greater precision in the execution of tasks and facilitates decision-making.

From the perspective of Organizational Communication Theory (Shannon & Weaver, 1949), the findings suggest that clarity in organizational processes depends not only on the quality of the message conveyed, but also on the ability of the receiver to process it efficiently. In this sense, care and repair act as mechanisms that optimize the reception and interpretation of messages within the work environment. The relationship observed in this study reinforces the notion that effective organizational communication requires both the concentration of the receiver and his ability to correct errors and adjust his behavior based on the information received.

Comparing these results with previous studies, research such as that of Gómez and Restrepo (2020) has indicated that the lack of clarity in organizational processes generates confusion and reduces work efficiency. However, the present study expands this discussion by demonstrating, through quantitative analysis, that care and repair are key variables in the construction of organizational clarity. Carless (2006) found that clarity in work feedback facilitates the

regulation of performance and the execution of tasks, which coincides with the relationship identified in this analysis.

Despite the robustness of the estimated model, it is important to consider some limitations of the study. First, although care and repair explain a significant percentage of the variability in organizational clarity (adjusted  $R^2 = 38.63\%$ ), this suggests that there are other factors that also influence this perception. Variables such as organizational leadership, corporate culture, and work experience can play an important role and should be considered in future research.

In addition, the study is based on a cross-sectional design, which prevents establishing definitive causal relationships between the variables analyzed. While multiple regression allows robust associations to be identified, future research could employ experimental or longitudinal methodologies to analyze how care and repair influence organizational clarity over time.

In applied terms, the findings of this study have direct implications for organizational management and the formulation of communication strategies in Colombian companies. The evidence obtained suggests that optimizing clarity in internal processes and procedures can improve work efficiency. To this end, it is recommended:

1. Implement strategies to improve attention at work, such as training in concentration techniques and mindfulness at work, which allow employees to better focus on their tasks.
2. Promote repair as a structured process, incorporating effective feedback systems and continuous improvement programs that facilitate the correction of errors and the optimization of organizational processes.
3. Develop clear and accessible communication structures, minimizing ambiguity in organizational messaging and ensuring that employees understand their roles accurately.

In conclusion, the results of this study highlight the importance of care and repair in the perception of organizational clarity, providing empirical evidence on factors that can improve efficiency and understanding of processes in the work environment. These findings can serve as a basis for future research and for the design of organizational strategies that favor effective communication and employee performance.

## 5. Conclusions

This study analyzed the relationship between Attention, Repair and Organizational Clarity in Colombian employees using a quantitative approach based on multiple regression. The results obtained indicated that both independent variables have a positive and significant impact on the perception of clarity within the work environment. Specifically, it was found that employees who pay more attention to their tasks and who implement effective repair strategies perceive greater clarity in organizational processes, suggesting that these factors play a key role in structuring and communicating information in companies.

From a theoretical perspective, these findings reinforce the postulates of the Theory of Cognition and Attention (Kahneman, 1973), the Theory of Organizational Learning (Argyris & Schön,

1978), and the Theory of Organizational Communication (Shannon & Weaver, 1949). Together, these theories explain how the ability to concentrate on tasks and the implementation of corrective strategies improve the interpretation of organizational messages and strengthen the perception of clarity in the work environment.

Methodologically, the econometric model used complied with the fundamental statistical assumptions, which guarantees the validity of the results obtained. The linearity test confirmed that the relationship between the variables is adequate, the normality test supported the distribution of the residuals, and the Durbin-Watson test indicated the absence of autocorrelation. These results strengthen the reliability of the analysis and allow the estimated coefficients to be interpreted with confidence.

At the applied level, the findings have relevant implications for organizational management and the development of communication strategies in Colombian companies. Evidence suggests that fostering attention at work and structuring effective redress mechanisms may be key strategies to improve the perception of clarity in organizational processes. Based on these results, it is recommended that companies implement policies that include:

1. Training in concentration and attention management techniques, to improve employees' ability to process information efficiently.
2. Development of structured feedback and continuous improvement programs, which strengthen the capacity for repair and adjustment in work processes.
3. Optimization of organizational communication, ensuring that messages are clear, accessible and structured in a way that is understandable to employees.

Despite the robustness of the model used, the study has some limitations. Although care and repair explain a significant percentage of the variability in organizational clarity (adjusted  $R^2 = 38.63\%$ ), this suggests that other factors may also influence this perception. Variables such as the type of leadership, organizational culture, and work experience could play a key role in this process and should be considered in future research.

In addition, the study was based on a cross-sectional design, which prevents establishing definitive causal relationships between the variables. While multiple regression allows robust associations to be identified, future research could employ longitudinal or experimental methodologies to analyze how these effects evolve over time.

In conclusion, the results obtained provide empirical evidence on the importance of care and repair in the construction of organizational clarity in the Colombian work environment. Optimizing these factors can significantly contribute to improving internal communication, efficiency in task execution, and employee job satisfaction. These findings open up new perspectives for future research in the field of organizational communication, job learning, and professional performance.

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