

Artículo Original

Calidad gerencial y desempeño empresarial en la Empresa Agroindustrial Azucarera Hector Molina Riaño.

Managerial quality and business performance at the Agroindustrial Sugar Company Hector Molina Riaño.

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Resumen

Esta investigación se desarrolla en la Empresa Agroindustrial Azucarera Héctor Molina Riaño, ubicada en el municipio de San Nicolás de Bari. Su objetivo es proponer acciones para la mejora de los elementos de calidad gerencial que influyen en el desempeño empresarial. Para llevarlo a cabo se utilizan diferentes métodos: teórico, empírico y matemático-estadístico. El diagnóstico permitió analizar el comportamiento de los elementos asociados a la calidad gerencial y su influencia en el desempeño empresarial. El estudio realizado, debido a la importancia que se le da a la calidad gerencial en el desempeño de las organizaciones, es pertinente y más en un sector estratégico que debe ser capaz de seguir incrementando la eficiencia agropecuaria e industrial teniendo en cuenta las exigencias del mercado internacional y nacional, por lo que es fundamental desarrollar un sistema de gestión que contribuya, entre otros aspectos para evaluar la calidad del desempeño individual y organizacional de los gerentes en el ámbito de la agroindustria azucarera.

Palabras clave: Calidad gerencial, desempeño empresarial, mejora, acciones.

Abstract

This research is developed at the Héctor Molina Riaño Sugar Agroindustrial Company, located in the municipality of San Nicolás de Bari. Its objective is to propose actions for the improvement of the elements of managerial quality that influence business performance. Different methods are used to fulfill it: theoretical, empirical and mathematical-statistical. The diagnosis made it possible to analyze the behavior of the

elements associated with managerial quality and their influence on business performance. The study carried out, due to the importance given to managerial quality in the performance of organizations, is pertinent and more so in a strategic sector that must be able to continue increasing agricultural and industrial efficiency taking into account the demands of the international and national market, which is why it is essential to develop a management system that contributes, among other aspects to evaluate the quality of the individual and organizational performance of managers in the field of the sugar agribusiness.

Keywords: managerial quality, business performance, improvement, actions.

1. Introduction

Research by (Zenea, 2011; Escandón & Hurtado, 2012; Bonifaz, 2012; Samá, 2020; Samá & Benítez, 2019, Samá, 2021) demonstrate that leadership capacity can lead an organization to success or failure, defending the idea that the direction, speed, and direction of institutions are marked, to a large extent, by their top representatives, this being their greatest responsibility.

The quality of business management is a complex issue that involves various objective and subjective factors that are critical for the results obtained by organizations. Business leaders, in the management of their teams, must develop strategies that allow them to coherently combine the factors of the business environment and the specific conditions of the entities they manage.

This involves ensuring the integrity, functioning, and growth of the organization they lead, addressing contingencies and constraints while meeting both internal and external needs and expectations.

According to the above, companies need managers who encourage the development of their subordinates, teamwork, training and continuous development of their employees, to create a flexible workforce with cross-training, capable of accepting organizational change and finding solutions to improve strategic and competitive processes.

Similarly, companies require criteria that allow them to produce goods and services efficiently, which is essential for the development of the country and its insertion in the international market; To do this, it is essential that they maintain a constant growth rate and organize their processes efficiently to fulfill their mission effectively.

In short, business performance is key to the success of an organization, and managerial quality is a determining factor in it. Therefore, it is important to pay attention to the quality of how they exercise their leadership and develop effective strategies to improve it.

This research is carried out in the Héctor Molina Riaño Sugar Agroindustry, which in recent years has shown a deterioration in performance indicators. To counteract this situation, a variety of measures have been taken, as well as the necessary resources have been allocated to guarantee better results; however, the results obtained are not in correspondence with the proposed measures or with the volume of resources allocated.

In addition, in the analysis of reports and documents reviewed for the purposes of this research, among which is the balance sheet for 2019-2022; reports of the Board of Directors in the period 2022-2023, it is evident that there is little analysis of the causes that generate non-compliance with production plans, insufficiencies that limit adequate management in the context under study, little influence given to the decision-making process in the performance of results and the little capacity of managers with their subordinates.

The aforementioned elements are related to aspects that are referred to as integral or characteristic of the quality of the Directive. That is why the objective of this article is to characterize the managerial quality and its influence on the business performance of the Héctor Molina Riaño Sugar Agroindustrial Company.

The predominant type of research is descriptive-explanatory. Descriptive statistics are used, for this it is based on the percentage calculation, the arithmetic mean, the mode, the construction of scales and graphs, as well as the selection, evaluation and processing of indicators.

Different methods were used for its development, such as: documentary analysis, which was oriented to the search for relevant information related to the theoretical, conceptual and methodological elements related to the object of the research, questionnaires and individual interview guides, which were applied with the aim of obtaining information about the subject under study.

In the study, an intentional non-probabilistic sampling is carried out. (Hernández, Fernández, & Batista, 2010); The population was represented by 48 members of the Board of Directors of the company under study and 1500 workers. 50% of the members of the Board of Directors (24 managers) and 25% of the workers (375 workers) participate.

2. Development

Characterization of managerial quality

Assuming the criteria of (Samá & Benítez, 2019 and Samá, 2019), the characterization is based on the key aspects of Management Competence, Commitment to the Organization, Synergy of the Management Team and Perception of Workers.

Management skills

For the analysis of the competence dimension, the 360 Evaluation is used, taking as a reference the model of Cardona & García (2009), adjusted by Samá (2019) where they select through a survey, which allows obtaining the general profile of those existing in the company under study (figure 1).

The above data show that most of the company's managers have little development of the competencies analyzed. None of the competencies has the level of excellence assumed in the scale, only 22.22% of these reach a level of good, % represented by the competencies Strategic Vision (62.74); Resource Management (79.69) and Innovation (59.94).

The evaluators consider that the least developed competencies are: Motivation (36,71) due to the unfavorable work environment, marked by conflicts, lack of effective communication between manager and worker and lack of support among team members; likewise, time management (40.90) which is damaged by different causes that are most strongly manifested: lack of planning that responds to the company's strategy; short-term approach to work plans, only weekly plans are made; unforeseen meetings, whether organized by the company itself or by external members of the organization.

The behavior of the other indicators ranges between 45 and 60 (Communication, conflict management, teamwork and decision-making), which, although according to the scale given presents a normal behavior, there are also problems that affect them, which do not obtain a rating of good, for example, insufficient definition and structure of the processes that causes delays, confusion and irresponsibility in the effective implementation of decisions, a poor culture of teamwork and collaboration that limits the use of collective knowledge and the experience of workers.

Based on the results set out above, the Company's levels of managerial competence are summarised in an average score of 42.84 of the total, and it is advisable to propose improvement actions to further raise the Company's managerial quality.

Commitment to the organization

The model proposed by Oleaga (2016) defines the level of commitment of managers: very low, low, medium, high, very high. It is applied with the purpose of investigating the commitment based on loyalty and identification of managers with the company. (Figure 2)

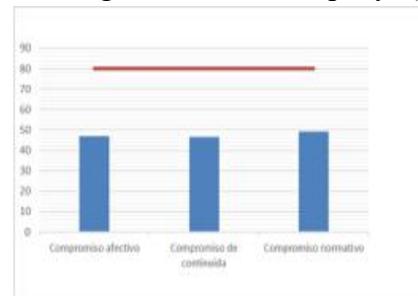
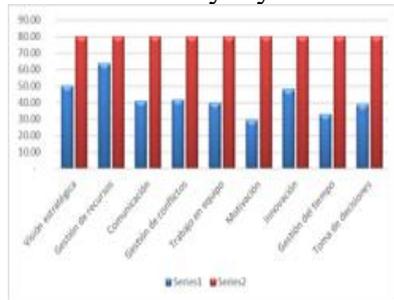


Figure 1. Assessment of managerial competencies Fountain. Own elaboration

Figure 2. Commitment of the organization Fountain. Own elaboration

When observing the average of the scores given by the participants and based on the scale used, it is assumed that the commitment of the managers is medium. It is necessary to strengthen affective commitment, because individual results indicate that 60% of managers have not created the emotional bond necessary for them to enjoy and feel pleasure in working in their organization, given the deficient identification and involvement of them with the organization.

However, it can be said that there is a moderate feeling of obligation of the managers to remain in the company, although this permanence responds to a greater extent to maintain certain benefits, however, these are not enough to feel obliged to continue working in the companies for a prolonged period.

As can be inferred, 85% of managers feel a high commitment to the company, based on a feeling of obligation (items 12 and 13). This is not the case with respect to a moral feeling (items 14, 15 and 16), which could be given because they do not receive benefits, which if affirmative would propagate a sense of reciprocity and commitment of them to the company, and therefore maintain loyalty over time.

Management team synergy

For the analysis of this dimension, a double analysis is carried out: quantify the ability of each member of the management team to integrate and work as a team; as well as to measure the total Synergy achieved by the team as a whole. With this intention, the survey proposed by the Top Ten to measure Synergy is applied to a sample of 375 workers, of which 39.45% are operators, 37.2% are technicians, 16.95% are service workers and the remaining 6.4% are administrative and managerial.

When analyzing the collective data for each competence required to achieve synergy between the members of the management team, it is evident that the average value is not reached, however, it can be seen that the competencies Use of resources, Clear rules and norms and Learning capacity, oscillate in the range of $60 \leq X < 80$, for a rating of the level of synergy of the management team on these good competencies.

As for the general analysis, when averaging their competencies, it is observed that the level of synergy is normal (44.88), because the total value oscillates in the range of $40 \leq X < 60$. This is supported by Mutual Support (31.10), Task Coordination (38.50), Planning (45), Effective Meetings (35), Communication (35), Mutual Trust (35.32) and Shared Vision (34.67). This causes that there is not an excellent level of synergy (Figure 3).

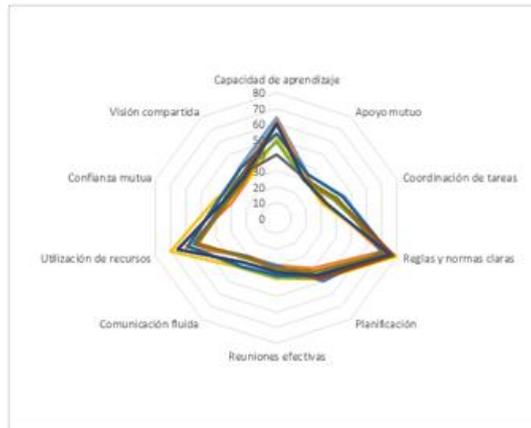


Figure 3. Management team synergy
Fountain. Own elaboration

Workers' perception of the management team

To analyse the behaviour of this dimension in the company, the "Management Quality" questionnaire developed by Arias (2013) is applied, which measures workers' perception of the behaviour of managers.

The evaluators recognize that there are difficulties in the competencies required for the management of people, a deficiency that is in correspondence with the results obtained from the analysis of managerial competencies. It is also assumed that there is little clarity regarding the mission and future vision of the company, because although the strategic vision of the company is well formulated, as shown by the analysis of managerial competencies, it is not shared by all workers, therefore, there is a lack of knowledge of what is to be achieved. causing demotivation in workers, since they do not really know what they are working for. These elements have an impact on dissatisfaction with the results that are achieved, especially when correlating them with internal interests and needs. For a better understanding, the results of the survey are shown below.

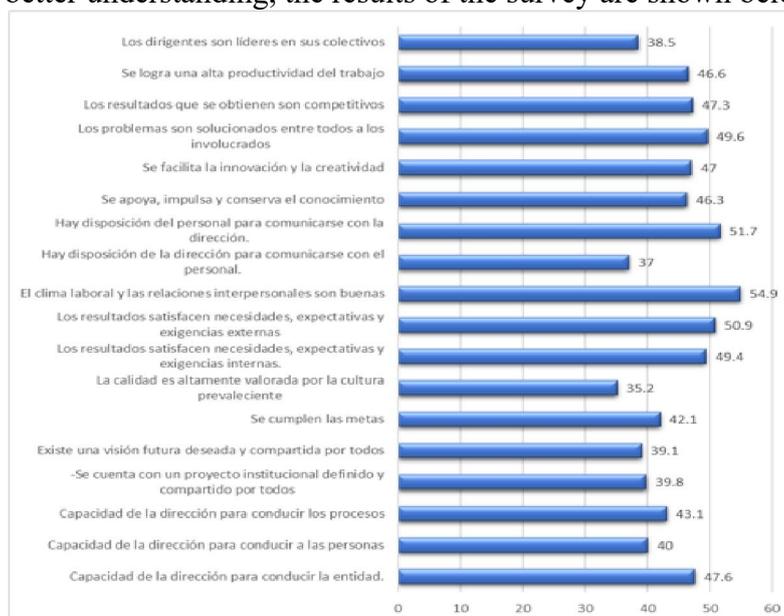


Figure 4. Workers' perception of the management team
Fountain. Own elaboration

In general, workers do not perceive the managerial skills of their managers. The communication that is achieved between management and staff seems to be the cause of

the poor capacity of managers to manage people (40), given that there is a willingness on the part of workers to communicate with management (51.7), but this is not the case in the opposite direction (37).

The performance achieved in the company is based on the work environment and unfavorable interpersonal relationships (54.9), and above all on the experience and knowledge (55.60) of the staff in the fulfillment of their functions and activity.

Influence of managerial quality on the business performance of the EAA Héctor Molina

In order to analyze the influence of managerial quality on business performance, the author proposes a survey which is applied to the 24 managers, the results are shown below:



Figure 5. Performance Survey Results by Indicators Fountain. Own elaboration

Regarding the quality of the product, 54% agree that the quality depends entirely on the raw material used and in recent years it does not meet the established requirements.

49% agree that the company operates below its capacity, that there are many factors, mainly in the production of sugar, that have not produced it for two harvests, and it is given by:

- Low industrial performance rates.
- Excessive consumption of water and energy.
- Constant fluctuation and changes in managers.
- Low indices of productive capacities.
- Poor control of resources.

77.77% of the interviewees have no knowledge of strategic planning, they confess that they do not know the mission, vision, or strategic objectives pursued in the company. And through observation it can be verified that this situation is given because this information is not available, nor visible in strategic places of the company.

There is no effective communication strategy, because the communication channels are not clearly defined and the few that exist are not used with the required systematicity. The

necessary and timely information is not provided for the fulfillment of the tasks, this shows once again the lack of support between workers and managers, as well as the unwillingness of managers to communicate with workers, since this information can be provided through the different communication channels, and if these do not work with the required efficiency, because the information will never reach the receivers.

Time is rarely tracked, or tasks are prioritized; a situation that causes poor time management. When talking about prioritizing activities or tasks, one of the 21 irrefutable laws of leadership comes to the fore; the Law of Priorities, which basically consists of defining which activities really bring you closer to the goal and making sure you do them before the others.

There is a lack of integration and use of scientific and technological advances in the company's production processes, which limits its capacity for innovation and continuous improvement, however, the workers in the sector feel the sugar industry as their own and that is why, from the ANIR movement, they achieved through their creativity and innovation the obtaining of molasses for the production of alcohols, products that are achieving the economic solvency of the company.

On the other hand, the company faces difficulties due to the use of obsolete machinery and equipment, which affects the efficiency and productivity of the processes. Sugar production has been affected by a broken card, which is in investment processes, in addition, it is not implementing effective strategies to take advantage of the waste generated in the factory. resulting in economic and environmental losses and high energy consumption and high operating costs.

There are deficiencies in the quality and safety controls of the products, which affects the reputation of the company and its ability to comply with the established standards and regulations.

The company is not reaching the desired production levels, which affects its ability to meet market demand and generate sufficient income, even when they achieve income from the sale of alcohol, the investment for the start-up of the cardera to obtain sugar and other derivatives has been delayed more than what was provided, not being able to be incorporated into the last two harvests; Added to this is the acquisition and guarantee of supply of the necessary inputs for production, which can affect the continuity and quality of the processes that in recent years have been insufficient in supply management. When analyzing human relations, it can be observed that the work environment (49.11%), the absenteeism rate (56.49%), permanence (65.72%) are on a medium scale, but compared to the other indicators such as work capacity and work motivation, they present a series of problems that are directly influencing these indicators that do not allow them to take a better rating and is given by the lack of communication that this brings with it a lack of alignment of objectives; Workers do not receive clear communication from managers about objectives and goals. Employees face unsafe or unfavorable working conditions, which affects their well-being, engagement, and performance.

There is a lack of development and training opportunities for technical and specialized personnel, which limits their ability to perform efficiently in their roles.

There is a lack of recognition and encouragement towards employees, which can decrease their motivation and commitment to the company.

In the company there is no work pressure, workers do not stay long at their job, there is very little teamwork and there are both workers and managers who are advantaged and make other people carry out their activities.

The market share (90.55%), indicates according to the respondents that the company has a solid and dominant position in the sugar market which in turn raises a high percentage in

profitability (87.6%) that it appears that the company is generating significant profits in relation to its costs and expenses, since alcohol is gradually absolving the company's debts thanks to its high sales and the profits generated.

On the other hand, the company presents problems in the speed of market adaptation (48.11%) because it presents difficulties in responding quickly to changes in the environment and market demands due to the lack of flexibility of the processes in addition to the fact that they are not designed to adapt quickly to changes.

3. Results

Based on the analysis carried out, the following strengths and weaknesses are established.

Strengths:

- Strategic Vision.
- Clear rules and norms.
- Experience in the production of sugar and its derivatives.
- Possibility of diversifying productions with a high level of added value.

Weaknesses:

- Education and training of workers.
- Communication.
- Motivation.
- Conflict management.
- Innovation and creativity.
- Possibility of considering other employment alternatives.
- Task planning.
- Effective meetings.
- Technological obsolescence.
- Failure to exploit the potential of the factory's waste.
- Inefficient use of energy carriers.
- Deficiencies in the quality and safety controls of the products.
- Poor working conditions.
- Low moral stimulation.
- Low levels of sugar and sugar production.
- Limitations in the performance of the functions of technicians and specialists.
- Problems of securing inputs.

4. Conclusions

The analysis carried out on the quality of management revealed the key elements that are affected and that are having an impact on the organization, manifested in the deterioration of business performance indicators such as poor planning and development of a global vision of situations, not very fluid decision-making, little interest in promoting motivation, lack of teamwork habit and lack of commitment, among other factors.

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Conflict of interest

There was no conflict of interest in this investigation

Authors contribution

Conceptualización: Darian Samá Muñoz - Mercedes Zenea Montejó - Saily González Perdigón, **Curación de datos:** Darian Samá Muñoz - Saily González Perdigón, **Adquisición de fondos:** Mercedes Zenea - Saily González Perdigón Montejó, **Investigación:** Darian Samá Muñoz - Mercedes Zenea Montejó, **Metodología:** Darian Samá Muñoz, **Administración del proyecto:** Darian Samá Muñoz, **Recursos:** Saily González Perdigón, **Supervisión:** Darian Samá Muñoz – Dasiel Calzadilla Adan, **Validación:** Darian Samá Muñoz - Dasiel Calzadilla Adan, **Redacción y Edición:** Dasiel Calzadilla Adan.