

Productivity of management skills in educational institution, in Villahermosa Tabasco**Productividad de las habilidades directivas en institución educativa, en Villahermosa Tabasco**

SIERRA-MOREJÓN, José Luis^{†*}, ABID-BECERRA, Marco Antonio, JAVIER-GERONIMO, Zinath and GARCIA-JERÓNIMO, Irma

Tecnológico Nacional de México, Campus Villahermosa. México

ID 1st Author: *José Luis, Sierra-Morejón* / ORC ID: 0009-0007-1390-1093- Researcher ID Thomson: JFK-7177-2023, CVU CONAHCYT ID: 1328797

ID 1st Co-author: *Marco Antonio, Abid-Becerra* / ORC ID: 0000-0002-4601-3603, Researcher ID Thomson: CAE-8660-2022, CVU CONAHCYT ID: 1204241

ID 2nd Co-author: *Zinath, Javier-Geronimo* / ORC ID: 0000-0002-0008-4350- Researcher ID Thomson: G-3835-2018, CVU CONAHCYT ID: 902663

ID 3rd Co-author: *Irma, García-Jerónimo* / ORC ID: 0000-0003-3925-1053, Researcher ID Thomson: IAQ-2203-2023, CVU CONAHCYT ID: 1226475

DOI: 10.35429/JUP.2023.18.7.10.17

Received July 10, 2023; Accepted December 20, 2023

Abstract

Objectives: Analyze the productivity of the management skills exercised in an educational institution in the city of Villahermosa Tabasco, designing a proposal for improvement. Methodology: To collect information on the productivity of managers' skills. An investigation will be carried out through an instrument (survey). For the research, the Likert scale technique will be used, which will be applied to the collaborators, so that they give their opinion on the productivity of the skills of the managers in the educational institution. Determining how each of the independent variables influences the research variable. Contribution: It will allow managers to make good decisions and design strategies to achieve objectives of the institution.

Productivity, Managers, Education**Resumen**

Objetivos: Analizar la productividad de las habilidades directivas que se ejercen en una Institución educativa en la ciudad de Villahermosa Tabasco, diseñando una propuesta de mejora. Metodología: Para el levantamiento de la información sobre la productividad de habilidades de los directivos. Se realizará una investigación a través de un instrumento (encuesta). Para la investigación se utilizará la Técnica de escala de Likert, la cual será aplicada a los colaboradores, para que opinen sobre la productividad de las habilidades de los directivos en la Institución educativa. Determinando cómo influye cada una de las variables independientes sobre la variable de investigación. Contribución: Permitirá a los directivos tomar buenas decisiones y diseñar estrategias para lograr los objetivos de la Institución

Productividad, Directivos, Educación

Citation: SIERRA-MOREJÓN, José Luis, ABID-BECERRA, Marco Antonio, JAVIER-GERONIMO, Zinath and GARCIA-JERÓNIMO, Irma. Productivity of management skills in educational institution, in Villahermosa Tabasco. Journal of University Policies. 2023. 7-18: 10-17

* Correspondence to Author (e-mail: joseluis.sm27@gmail.com)

† Researcher contributing as first author.

Introduction

Globalisation is social, economic, cultural, political and technological changes in a common arena called the world economy. Globalisation has created opportunities and threats for governments, businesses and communities and it is the managers in today's world who are called upon to strategically address these challenges (Bartlett and Ghoshal, 1992). Therefore, managers must be prepared for the transformation of their companies into global organisations, therefore, they need to encourage the use and development of new technologies that create economies of scale and allow them to develop systems that respond quickly to new market conditions and cultural characteristics, developing the productivity of their managerial skills.

Leaders are, above all, agents of change, whose skills, knowledge and personal and managerial abilities manage to modify, deliberately and spontaneously, the dynamics of the balance that usually occurs in the interaction between the agents of the organisation (understood as a system), making its structure more flexible and preparing it to face the dizzying changes of the environment, but structurally and radically leading the changes themselves, characterised by increasing levels of uncertainty.

It is important for managers to be aware of and develop management skills in the education sector, as it is vital to be able to cope with the constant changes in the education sector. For this reason, educational institutions are expected to have managers who possess this set of skills in order to perform their functions correctly. The aim of the research is to identify the productivity of managerial skills in the education sector with a focus on quality education.

Research background

Several research studies are considered below, which will serve as background to the research. In Peru, the study by (Moreno and Wong, 2018), observed that managers have weaknesses that affect their own management skills and teaching performance because they are distant with teachers, and show lack of motivation to perform their activities.

Because there is not a good working environment, and there are constant variations in the stability of the staff, because they work under pressure, they do not do it by vocation but by necessity. It is observed that in the administrative part that the managers do not make decisions with a view to progress, and pay more attention to the quality of education, which reflects that there is poor administrative management by the managers to efficiently fulfil the functions of an institution.

Chen and Sriphon (2021), whose study aimed to investigate the impact of COVID-19 on leadership in organisations based on trust, community relations and social exchange relationships. The research employed correlation analysis to explore the interrelationships between variables. The 220 samples collected were from basic, middle and senior management. The findings show that COVID-19 affected organisational leadership. Concluding that managers need good communication skills to share true information with empathy and optimism and must be reflective and able to manage change in uncertain situations in an ethical manner.

Problem statement

The managers of the educational institution under study, face serious drawbacks in the fulfilment of their functions, as they focus their work on administrative aspects related to unproductive work meetings, leaving aside communication with teachers, and therefore there are weaknesses in terms of monitoring teacher performance. It is necessary to develop management skills and thus promote teamwork with all members of the institution, i.e., it is required that the manager promotes assertive communication, encourages the development of personal, intrapersonal and group skills that favour an environment conducive to teamwork. This would contribute to the good performance of teachers and thus favour the development of learning in the students of the educational institution. Management skills and performance are linked to the use of digital tools and their application in teaching and learning.

Justification

The development of managers' skills is one of the activities of personnel management, it is part of the personnel development used in the management process.

Therefore, the development of personal and professional skills of managers in the educational institution should be related to the development of the organisation's staff. Personal skills of managers are reflected in the ability to adapt, self-analysis, high level of energy, striving for leadership, striving for knowledge, positive attitude, proper assessment of the environment, etc. Observing the behaviour of people who can be exemplary bearers of the competences to be developed. It is therefore important to carry out the project in order to improve the productivity of the management skills of those who run this educational institution.

Interpersonal skills are the skills that comprise the interaction with others, the manager must provide support, motivation and negotiate problems, promoting collaboration, trying to reduce obstacles (such as conflicts, disagreements, etc.) Interpersonal skills are of great help when it comes to dealing with the human resources aspect. The manager needs to get along well with others, as well as effective communication networks that enhance human skills, including the development of communication skills. This skill is good for team building and staff motivation, for work to be coordinated and tasks to be shared in any institution, members must have a harmonious relationship.

Managers need good communication skills to share truthful information with empathy and optimism; they must be reflective and able to handle change in uncertain situations in an ethical manner. Another interpersonal skill is trust, important for organisations, involves empowering people to believe in each other. Therefore, interpersonal trust can be described as an individual's confidence and willingness to believe the words, actions and decisions of others (Chen y Sriphon 2021).

Hypothesis

The variables; economic, political, social, cultural, technological and environmental influence on the productivity of management skills in the Educational Institution in Villahermosa Tabasco.

Identification of variables

Research variable or Dependent: productivity of management skills.

Independent variables: Economic, political, social, cultural, technological and environmental.

Contextual framework

International context: Ramirez-Rojas (2018), in his article "Managerial skills as a condition for effective execution", currently, several experts worldwide highlight the importance of the Development of managerial, interpersonal and group skills as a condition for obtaining results and successful executions, in business organisations, an aspect that definitely has an impact on the profitability and permanence of companies. Given the importance of managerial skills for top management, this article addresses from a theoretical point of view their importance in the business context and how they should be applied in the execution of the business.

Nowadays, management skills have become differentiating factors for effectiveness and execution in any business sector and management position, which is why personal work is necessary to develop them. The "top management of the company is responsible for leading and guiding all employees to achieve the strategic objectives that lead to the success of the organisation"; but, reaching this execution is not an easy task, despite the fact that whoever is in charge as a director has to find solutions to problems, through analysis and decision making. In this scenario, if a manager does not have sufficient skills to deal with various situations, he or she will not be able to achieve the desired goals". (Bonifaz, 2012:3).

The importance of managerial skills lies in the fact that they determine the job performance of managers. As a result of changes in the structures of globalised companies and the rapid technological development in communications and transport, new company and managerial concepts with distinctive skills that are difficult to copy are required today. It is therefore concluded that Vigorous Leadership, decision making based on rational, but also intuitive aspects, and the development of collaborative work are required, otherwise it will be difficult to execute and achieve profitable results in organisations. Knowing how to do implies the development of managerial skills in order to bring the organisation to a successful conclusion.

From this reflection, the work to be undertaken requires the Development of Management Skills to impact, infuse and create a multiplying effect on all those it manages. Managers of companies and institutions require first to have the right approach to observe the target and set actions to get there.

National Context

García Andrade et al. (2016), in their Study of managerial skills in the performance of a customs corporation, from the Universidad Veracruzana, comments that in this study of applying the MOSS test the following was observed: in the area of "supervisory skills" the majority of managers obtained lower middle dx with 44 %, followed by a middle dx with 33 %, while with the lowest frequency of 11 % the upper middle and upper dx were present.

On the other hand, in the "decision-making ability in human relations" the dx with the highest frequency of 56 % was the lower middle dx, followed by a middle dx with 33 % and finally an upper middle dx with 11 %. In the item "ability to evaluate interpersonal problems" its dx was medium superior, with a percentage of 33 %, the superior and very superior dx showed 22 % while the medium and medium-lower diagnoses were presented with 11 % of frequency respectively. In the area of "ability to establish interpersonal relationships" the majority of managers showed medium dx (44 %), followed by lower middle and upper middle dx with 22 % respectively, finally the diagnosis with the lowest frequency was very superior (11 %). Within the area of "common sense and tact in interpersonal relations", 44 % of managers had medium dx, 33 % had lower dx, 11 % had lower middle dx and another 11 % had higher dx.

Finally, the overall score obtained by the managers was medium dx with 56 %, which was the highest. According to the results obtained in the application of the MOSS test, the situational personality questionnaire (CPS) and the performance evaluation carried out by the customs agency in Mexico to operations managers, it was observed that the significant human managerial skills with adequate development that operations managers possess are: emotional stability, self-confidence, sociability, social adjustment, social intelligence, tolerance, leadership and ability to evaluate interpersonal problems.

Theoretical framework: Theoretical aspects on which each of the research variables are based are considered. Such as the research variable: Productivity of managerial skills and the independent variables: Economic, political, social, cultural, technological and environmental.

According to Whetten (2011): "Managerial skills form the vehicle by which management strategy and practices, tools, techniques, personality attributes and style work to produce effective results in organisations. They are the means by which managers translate their own style, strategy and tools into practice". According to the Universidad Privada del Norte (UPN, 2021), managerial skills are all those competencies necessary to be able to manage work teams. Every leader needs to add value not only at a personal level, but also at a team level, and therefore requires aptitudes to achieve success; and at the same time a set of skills that allow him/her to interact effectively.

Managers in the 21st century face challenges that require them to be at the forefront of the globalisation of technological advances, which is why they must have skills that enable them to overcome the challenges posed by the environment in which they operate. And this not only in private management, but also in public management, bearing in mind that the modern executive begins with an intrapersonal outlook that allows him/her to successfully develop his/her professional and personal life. (Chiavenato, I., 2007), describes management skills as management skills and points out that they are the set of skills and knowledge that a person possesses to carry out leadership and coordination activities in the role of manager of an organisation.

Madrigal (2009) considers that the skills that a manager must master in the first instance are: communication, knowing how to make decisions and being aware of the risk that each one entails, having the creativity to innovate, improvise and plan, being a leader in each project or programme that he undertakes, knowing how to manage his time and that of his staff, working as part of a team and being assertive. Along the same lines, Bateman and Snell (1999) develop a similar model by establishing that technical, conceptual or decision-making and interpersonal or communication skills are the cornerstones of managerial performance.

They also argue that skills are particular capabilities resulting from knowledge, information, practice and aptitude.

Drucker (1978) then defines managerial skills as leadership, vision, people skills and image, innovation and teamwork, which are necessary for successful management, regardless of the size and purpose of the organisation. The aim is to ensure that these skills are developed and strengthened, allowing managers to advance their work with greater certainty, through action plans that allow for personal growth and expansion.

Once the opinions of different authors' points of view have been commented on. The researcher considers that in managerial skills, it is important communication between each of the members of the Educational institution, Leadership, as well as their attitude, that they can integrate to work as a team together with their collaborators supporting them to strengthen their values to improve the organisational climate of the educational institution.

Methodology

This research is considered firstly descriptive and then correlational. Since the study variables will be measured first descriptively and then in a correlational way, because it will be determined how the independent variables influence or affect the research variable (Productivity of managerial skills).

It is considered a non-experimental research because the independent variables: Economic, political, social, cultural, technological and environmental have already occurred at a given time and cannot be manipulated by the researcher because they already happened as well as their effects. It is considered a trans-sectional or cross-sectional design because data are collected at a single point in time. This allows conclusions to be drawn from a sample that is drawn from a population. Table 1 shows the population and sample. The sample is determined with a confidence level of 95% and a margin of error of 5% (Krejcie, R.V. & Morgan, D.W. 1970).

	Directors	Partners	Total
Population	10	110	120
Sample	10	86	96

Table 1 Population and sample
Source: Own Elaboration.2022

ISSN 2523-2487
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A meeting was held with the 10 managers of the institution, where the Brainstorming Technique was applied. To allow the managers to give their opinion on the statements that should be considered in each of the variables of the instrument that was applied by their collaborators.

The instrument (survey) was designed using the Likert scale, which is shown in Table 2 below. This instrument was applied to the 86 collaborators of the educational institution.

No.		5	4	3	2	1
Economic variable						
1	He is interested in the productivity of his employees					
2	Has helped to increase productivity rates in my department.					
3	Involves the members of the group in the planning of the activities carried out in the department.					
Political variable						
4	Encourages higher levels of performance at work					
5	Clearly communicates organisational policies to employees					
6	Gives employees the opportunity to contribute to the establishment of objectives.					
Social variable						
7	Trusts employees to perform their tasks in a motivating manner					
8	takes time to talk informally with members of the organisation about their ideas and goals					
9	Shows interest in his people					
Cultural variable						
10	Motivates employees to participate in institutional programmes					
11	Shows interest in the work I am doing					
12	Encourages teamwork					
Management skills variable						
13	Encourages interdepartmental communication					
14	Your staff share ideas and work together to get tasks accomplished					
15	Allows staff to participate in decision making					
Technological variable						
16	Allows employees to learn about new technologies					
17	Demonstrates willingness to accept responsibility for technological innovation					
18	Clearly communicates technology development strategies to employees					
Environmental variable						
19	Leads the staff to a friendly working environment and a friendly working pace					
20	Provides a pleasant working environment					

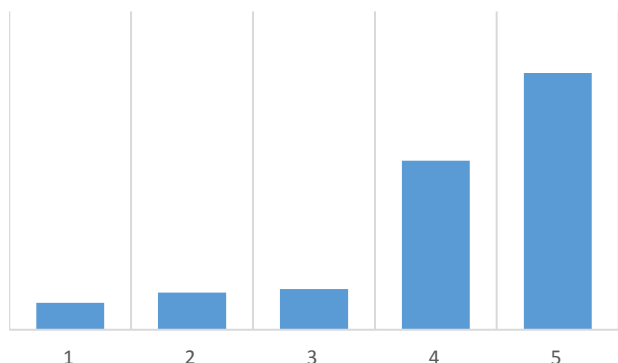
Table 2 Instrument applied to managers
Source: Own Elaboration 2022

Results

The following graphs show only some of the instrument applied to managers, of the graphs of frequency distributions of the independent variables (The variables; economic, political, social, cultural, technological and environmental) and of the research variable (Productivity of managerial skills). This is the result of the application of the instrument applied to the collaborators.

The frequency distributions of the economic variable are presented, where the variable is measured descriptively. Graph 1 shows

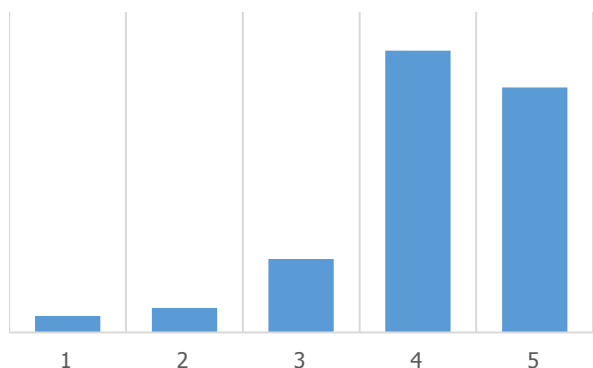
Question 1. Is interested in the productivity of its collaborators.



Graph 1 Descriptive Variable
Economic Variable
Source: Own Elaboration 2022

48% of the employees think that they completely agree that the managers are interested in their productivity.

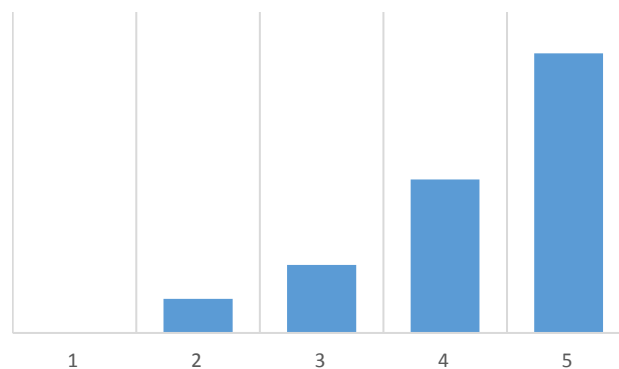
Question 2. It has helped to increase the productivity indexes in my department.



Graph 2 Descriptive Variable
Economic variable
Source: Own Elaboration 2022

44 % of the collaborators comment that they agree that the managers favour an increase in the productivity indexes of the educational institution.

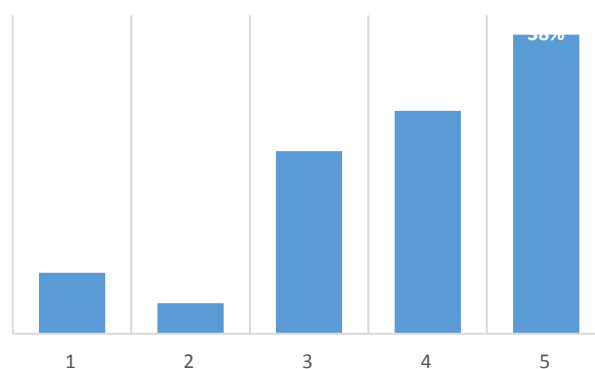
In question 3. Involves the members of the group in the planning of the activities that are carried out in the department. 52% of the collaborators think that they completely agree that the directors support them in their activities.



Graph 3 Descriptive Variable
Economic Variable
Source: Own Elaboration 2022

The dependent research variable (Productivity of managerial skills) is shown below.

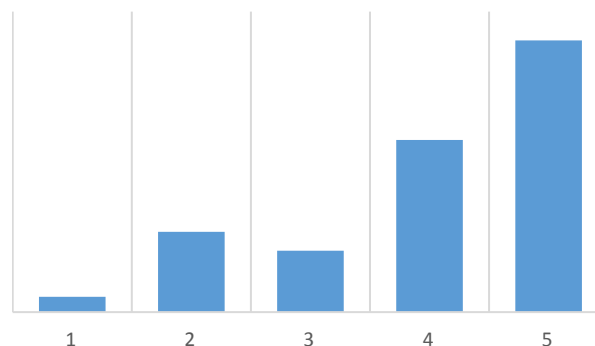
Question 3. Favours interdepartmental communication.



Graph 4 Descriptive Variable
Management skills variable
Source: Own Elaboration 2022

Graph 4 shows that 38% of employees completely agree that managers encourage interdepartmental communication.

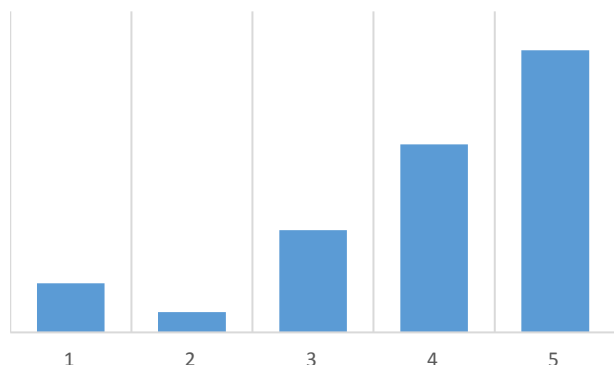
Question 4. Their collaborators share ideas and work together to achieve that tasks are fulfilled.



Graph 5 Descriptive Variable
Management skills variable
Source: Own Elaboration 2022

This graph 5 shows that 45% of the employees completely agree that the managers share their ideas with them in order for them to be able to fulfil their tasks.

Question 5. Allowing staff to participate in decision-making



Graph 6 Descriptive Variable

Management skills variable

Source: Own Elaboration 2022

In this graph, 44% of the employees completely agree that the managers allow themselves to participate in decision-making.

In the political variable, 46% of employees think that managers clearly communicate the organisation's policies to them. On the Social variable, 48% of employees think that managers take the time to talk informally with them about their ideas and objectives.

On the cultural variable, 61% of employees completely agree that managers encourage teamwork.

And on the technology variable, 28% of the employees completely agree that managers communicate clearly with them about technology development strategies. While 45% agree.

In relation to the environmental variable, 64% of the employees completely agree that the managers provide a pleasant working environment, once the contributions of each of the variables have been determined, 52% of the employees completely agree that the managers develop criteria that support the productivity of their managerial skills.

It is therefore important to determine the means or averages of the frequency distribution tables (Table 3).

Variable	Average
Economic variable	4.74
Political variable	4.15
Social variable	4.53
Cultural variable	4.85
Managerial skills variable.	4.50
Technological variable	4.84
Environmental variable	4.79

Tabla 3 Averages

Source: Own Elaboration 2022

Conclusions

In the results it can be seen that each of the independent variables influences the research variable, so that the hypothesis is proved. However, it can be observed that the employees think that the variable that has the greatest influence is the cultural variable on the productivity of management skills, followed by the technological and environmental variables.

Recommendations

It is suggested that in a future research an instrument for self-evaluation of the manager in the educational institution should be designed, so that a comparative analysis can be made between the opinion of the employees and the managers.

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