



CORPORATE SOCIAL RESPONSIBILITY AS A FUNCTION OF THE ORGANIZATIONAL CULTURE AT THE “EL GUAYABAL” UNIVERSITY FARM

LA RESPONSABILIDAD SOCIAL EMPRESARIAL EN FUNCIÓN DE LA CULTURA ORGANIZACIONAL EN LA GRANJA UNIVERSITARIA “EL GUAYABAL”

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Abstract

With the objective of designing actions that strengthen the practices of Corporate Social Responsibility based on the organizational culture in the “El Guayabal” University Farm, the elements of the organizational culture that intervene in the commitment to practice of Corporate Social Responsibility are analyzed. of the “El Guayabal” University Farm. To develop the research, research methods such as document analysis, interviews, surveys and observation guides were used. The results showed the commitment and willingness of the workers to achieve changes that contribute to the development of the entity. However, interpersonal relationships and the sense of identity as a company must be strengthened. Based on this, the lack of knowledge of the Farm workers about the meaning of the term Corporate Social Responsibility and its main elements that can function as tools for its development was also demonstrated. Starting from this need, we aim to find the relevant ways to propose actions that strengthen this vision within the farm.

Keywords: corporate social commitment, labor practices, university property

Resumen

Con el objetivo de diseñar acciones que fortalezcan las prácticas de Responsabilidad Social Empresarial en función de la cultura organizacional en la Granja Universitaria “El Guayabal”, se analizan los elementos de la cultura organizacional que intervienen en la apuesta en práctica de la Responsabilidad Social Empresarial de la Granja Universitaria “El Guayabal”. Para desarrollar la investigación se utilizaron métodos de investigación como el análisis de documentos, la entrevista, las encuestas y la guía de observación. Los resultados mostraron el compromiso y la disposición de los trabajadores para lograr cambios que contribuyan al desarrollo de la entidad. No obstante, se deben fortalecer las relaciones interpersonales y el sentido de identidad como empresa. Partiendo de esto, se demostró, además, la falta de conocimiento de los trabajadores de la Granja acerca del significado del término Responsabilidad Social Empresarial y de los principales elementos del mismo que pueden funcionar como herramientas para su desarrollo. Partiendo de esta necesidad, se pretende buscar las vías pertinentes para proponer acciones que fortalezcan esta visión dentro de la granja.

Palabras clave: compromiso social corporativo, prácticas laborales, finca universitaria

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Introduction

Today there is talk that companies must be responsible in their dealings with workers, customers, government, as well as the environment. They must collaborate in the construction of a better society to live in, in which the efforts of all interested parties are integrated. It is not only about making profits but also about contributing to those who participate in companies, so that they can face the attacks of globalization and develop through ethical practices with all those involved. (Moreno & Abásolo, 2018)

For companies to be responsible to society, and at the same time be sustainable, the increase in the value that the company has and the incentives that managers face in their activities must be considered. With these responsible practices, competitive improvements can be achieved that lead to greater profits, while contributing to creating a better society.

“Corporate social responsibility is the commitment that a company assumes to contribute to sustainable economic development through collaboration with its employees, their families, the local community and society as a whole, with the aim of improving the quality of life.” (Flowers, 2017)

Taking into account the previous criterion, it is expressed that corporate social responsibility is aimed at seeing both the positive and negative aspects of a company, both values and attitudes, ensuring that these are the most appropriate since they are the support of the institution's policies. and the attitudes and decisions that their leaders make.

Corporate Social Responsibility leads to conscious and committed action of continuous, measured and consistent improvement that allows the company to generate added value for all its audiences, and thereby be sustainable competitive.

Corporate Social Responsibility (CSR) is the contribution to sustainable human development, through the commitment and trust of the company towards its employees and their families, towards the local community, in pursuit of improving social capital and the quality of life of the entire community. It is a tool of advantages in the quality of its workers. With this activity you can create ties and achieve a good work environment Betancourt (2021). For an entity to be responsible, an organizational culture must exist within it that integrates internal and external elements that are linked together and act as a whole.

For a company to be socially responsible, there must be an organizational culture that integrates internal elements of the organization and external elements of the context, which, in turn, make it easier for entities to anticipate and adopt the changes posed by the environment to improve. its service and satisfy with quality the demands that society imposes on it. Organizational culture offers an organizational identity

to employees, a defining vision of what the organization represents.

Organizational culture has been a topic of marked interest among dissimilar authors such as Pérez, Milian, Cabrera & Victoria (2017), who express: a definition of organizational culture would be the “set of norms, values and ways of thinking that characterize the behavior of staff.” at all levels of the organization and at the same time it is a presentation to the outside of the image of the institution.”

Organizational culture, as a set of assumptions, convictions, values and norms shared by the members of an organization, may have been consciously created by its core members or may simply have evolved over time. It represents a key element of the work environment in which employees perform their jobs.

Organizational culture is the personality of the company, its way of being and acting. Each company has very particular practices, beliefs, values and ways of acting that help consumers of its services or products identify it. An organization with an adequate organizational culture allows each of the collaborators to identify with it and maintain positive behaviors within it. The objective of the research is to design actions that strengthen Corporate Social Responsibility practices based on the organizational culture at the “El Guayabal” University Farm.

Development

Characterization of “El Guayabal” University Farm

The Guayabal University Farm, belonging to the Jamaica Popular Council, is located in District 26 of the San José de las Lajas municipality, Mayabeque province. It limits to the south with District 25, to the north with the National Highway and the Pedro Pi community, to the west with the Central Highway and District 86, and to the east with the Southern Popular Council. Its access and communication routes are the National Highway and the Jamaica Highway.

As of 2019, the farm begins to be part of the Agrarian University of Havana “Fructuoso Rodríguez Pérez” and from that moment it was established as another teaching, productive and research area, distributed in dairy farms, cattle and sheep fattening areas. , goat, poultry, rabbit and pig; internal services, marketing and assurance; as well as agricultural production with farms, organoponics and orchards.

For the analysis and characterization of the organizational culture practices at the Granja Universitaria El Guayabal and the state of public and business management, a participatory diagnosis was carried out as a starting point, to understand the sociocultural context in which the develops the Farm and the community, from there its monitoring and evaluation is based on management indicators, through an intervention process that involves various actors in the territory.

Applied Methodology

The current descriptive-explanatory research, with a mixed methodology (integrating quantitative and qualitative perspectives) and the use of materials and methods of the theoretical and empirical level, together with the triangulation of the information collected, responds to a socio-critical paradigm, since that not only seeks to value the object of study, but also to propose actions that contribute to perfecting it.

Theoretical level

Historical - Logical: Used for the systematization of the theoretical foundations that support the emergence, evolution and current nature of Corporate Social Responsibility and organizational culture.

Inductive - deductive: This method allowed us to reach general and specific conclusions about CSR from the organizational culture of the “El Guayabal” University Farm, allowing us to establish criteria on their use and application.

Document analysis: Used to compile information from documents related to Sociocultural Management at the “El Guayabal” University Farm.

Empirical level

In-depth interviews ([Annex #1](#)): the technique was applied to managers of the “El Guayabal” University Farm with the positions referring to general director (Adolfo Rodríguez Llanes), head of science and technology (Ismael Berrio Fleite), head of program animal health and reproduction (Víctor Mendoza) and safety and protection technician (Francisco J. Hernández Gil); who provided a generalizing perspective of organizational culture in the social responsibility of the institution.

Surveys ([Annex #2](#)): They were applied to 12 workers from the “El Guayabal” University Farm, to expand the vision from collective perspectives, on the organizational culture that is evident in the institution.

Results

The implementation of the research methods and techniques revealed particularities in the operation and management of the farm based on the organizational culture that they present:

Worker surveys

Regarding the survey technique, a total of 12 questionnaires were applied to the workers of the University Farm, covering specialists, technicians and workers (See [annex #2](#)).

Of the total number of respondents, 67% are women and 33% are men (See Chart #1, [Annex #3](#)), with ages ranging

from 20 to 70 years, where the most representative in both sexes are the range that It includes 20 to 45 and 46 to 65 years.

8% of the workers surveyed have a higher level of education, in which the profession: Livestock Engineering predominates. 25% of the workers correspond to pre-university education, 34% correspond to the intermediate technician and the remaining 33% correspond to secondary and primary education (See [annex #3](#), Graph # 2).

Regarding question 7 of the questionnaire applied (See [annex #2](#)) related to the behavior of the interpersonal relationships of the workers with the managers within the Farm, the criterion of 33% that classifies them as good and 17% as very high stands out. good (See [annex #3](#), Graph #3). 42% of those surveyed also affirm that they seek to resolve the company's problems by taking into account the concerns of workers, giving them the necessary attention and maintaining an appropriate relationship between managers and workers.

With respect to question 11 of the questionnaire (See [annex #2](#)), related to the values or distinctive traits of workers in the sector, 67% of those surveyed give more weight to: contributors to the service of the community (67%), problems are resolved internally without superior bosses (42%) and a casual attitude in any work activity (42%), charismatic (33%), fun (33%), party-goers (33%) and political and ideological commitment (33%). While the less marked characteristics (by 33%) or not considered distinctive are: rebellious, unconditional with what the municipality or the province asks for, they come home with a tremendous workload and work as a factor that overloads or limits the attention to the family ([Annex #3](#), Graph #4). That is to say, in general they show a balance between the feeling of enjoyment, the accomplishment of their work and the relationship with the community.

According to some criteria (75%) of the workers surveyed regarding question 8 of the questionnaire, they specify formal spaces for exchange between workers and company managers, such as: morning sessions, council meetings and to raise problems and make decisions.

According to question 9 of the questionnaire on pride in belonging to the company, 50% identify compliance with the production plan, attention to workers and their performance in the entity as a reason for pride. This expresses the sense of belonging to their work.

Added to the above is the fact that the remaining 50% of those surveyed refrain from omitting criteria in this regard.

However, in question 9.1 of the questionnaire referring to the dislike of belonging to the company, 75% of those surveyed showed parameters of dislike and discontent. Some of these parameters are related to the lack of resources and conditions, lack of staff training and lack of communication with managers.

Regarding question 12.1 related to the aspects that they would maintain or change in the company, 50% of those surveyed identified research, educational and productive development, production and workers as aspects that they would maintain in the entity. Regarding the aspects that would change in the company, 50% of those surveyed identified adjustments in the management of the company and the attention given to workers as necessary changes. However, the remaining 50% refrained from omitting comments.

Specifically, organizational culture relates the behaviors, habits and experiences between workers and managers, these constitute both symbolic and practical elements framed in work and management activities, in the different departmental areas of the respondents.

Interviews with managers

Its use was decisive in obtaining evaluations about the management and approach to the issue of corporate social responsibility in the institution and how its organizational culture is evident. The interviewees were four specialists from key areas of the institution ([Annex #1](#)), who expressed fundamental criteria for the research. They were: Adolfo Rodríguez Llanes, general director, Ismael Berrio Fleite, head of science and technology, Víctor Mendoza, head of the animal health and reproduction program, Francisco J. Hernández Gil, safety and protection technician.

The interviewees declare that one of the main strengths of the entity is the work in conjunction with the Agrarian University of Havana, which allows research work to be carried out within the farm and helps train students as future professionals. Regarding the strength of the productive type, the following stand out: the potential of the livestock branch and different units with branches in livestock, swine, agriculture and the agricultural part. Regarding the social component, one of the main strengths is the responsibility of the group of workers, in addition to the fact that most of the farm staff resides in the same community.

On the other hand, the four interviewees agree in the identification of some productive weaknesses. These are: the enormous lack of inputs, the deterioration of the machinery infrastructure due to operating time, the assurance framework process that is unique at the university level does not exist. Regarding the environmental component, the existence of problems regarding the health control of the units, the little knowledge about environmental management. In research, there are no necessary conditions for students to carry out their practices and research.

The issue of corporate social responsibility is poorly handled in the company, workers do not know about the term, they do not have any type of knowledge of any instrument that is used to measure CSR and there is a need for training to be carried out for employees. workers on this

topic, according to Ismael Berrio Fleite, head of science and technology at the Farm, "Social responsibility is a topic that is little discussed and that must be worked on more, directed more precisely in the sense that we have identified the term, and what would be the most significant elements within that term."

When directly asking Adolfo Rodríguez Llanes, general director, about the ways in which problems, opinions, etc., are channeled on the farm, he stated: "To analyze the problems, first a meeting is held every Monday where the different problems are raised. of the different areas and solutions are given depending on the need, a meeting of representatives is also held every month with all the workers and each worker within their area explains their problems, these problems are taken to the Farm, a summary and in the monthly Board of Directors an analysis of those problems is carried out."

In a different position, Ismael Berrio Fleite states: "The problems of any concern, until now, have been addressed with the management of the university, this has been limited, no complaints have generally been received from society, what has most affected the community has been the effects of the water, which in these cases can be said that due to problems of a country policy, when these incidents occur the farm gives priority to the community, reaching the point of sacrificing itself, which What has affected the most in this sense has been, on the part of the management team, having greater knowledge of focusing activities on that."

The term organizational culture is not known by either workers or managers and according to Ismael Berrio Fleite, "it is necessary for the university to support us in that sense."

The other interviewees relate this term to the way in which the institution is organized, that is, they mention that the entity is organized by processes, 6 processes. Regarding this, Víctor Mendoza, head of the animal health and reproduction program, expressed: "The farm has six programs, we are transversal, there is the program for large livestock, small livestock, science and technology, machinery, food and the animal health and reproduction program, where we are all related and we provide services to each other and there is a relationship because we feed each other. One with another".

According to the results obtained with the implementation of the research methods, it was confirmed that, in accordance with the Corporate Social Responsibility of the Farm, it was demonstrated that there is no knowledge about the term, nor the main aspects of it, for Therefore, there is no program in which it is put into practice, which hinders the good development and performance of the workers and the entity in general. Regarding the organizational culture, it was identified that workers are characterized by being responsible for the jobs assigned to them and always taking

the step forward in any task. They also maintain cordial relationships among themselves and with managers, which facilitates solution to the problems that arise. Although there are complaints about the operation of the entity, the workers feel identified with it and long to achieve the necessary changes to achieve its development.

Taking into account the results obtained with the applied techniques, the implementation of a project to strengthen social responsibility practices from the organizational culture is proposed as a solution to the identified problems. For its development, the following objectives are proposed:

1. Prepare the Strategic Planning of the "El Guayabal" University Farm.
 - 1.1- Promote attention to man as an important part of the socio-productive process of the farm.
2. Create training workshops for workers about organizational culture and Corporate Social Responsibility.
3. Carry out festive activities such as Women's Day, collective emulations, collective birthdays, exchange meetings to reevaluate the current situation of the Farm in terms of Corporate Social Responsibility through the organizational culture.

Conclusions

1. The sociocultural characterization of the Guayabal University Farm showed that there is gender equity, there is a representation of women in the group. with predominant ages in the ranges of 20 to 45 and 46 to 65 years and low level of education. La Graja is part of the teaching complex of the Agrarian University of Havana, which is why it aims to promote the development of social research in order to strengthen the triple social helix of the university-government-community link.
2. The main strengths of the entity are its work in conjunction with the Agrarian University of Havana, which allows research work to be carried out within the farm and helps train students as future professionals. Regarding the social component, one of the main strengths is the responsibility of the group of workers, in addition to the fact that most of the farm staff resides

in the same community. and weaknesses detected in the Farm's management practices from its organizational culture, where the lack of knowledge of the workers about the meaning of the term and the help that it can provide as a tool for their development was demonstrated if it is put into practice. practice.

3. The action plan integrates a dynamic of sociocultural indicators that contribute to the strengthening of corporate social responsibility practices from the organizational culture of the "El Guayabal" University Farm.

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Anexo # 1

Guía para la Entrevista a especialistas en áreas clave de la Granja Universitaria “El Guayabal”:

- I. Fortalezas y debilidades de la Granja (en lo productivo, en lo ambiental, en lo social e investigativo)
 - 1.1. Implicaciones de esas fortalezas y debilidades para el desarrollo del clima organizacional dentro de la Granja.
- II. Enfoque y manejo del tema de la responsabilidad social empresarial.
- III. Formas en que se canalizan en la Granja los problemas, opiniones, consultas de los empleados y la comunidad.
- IV. ¿Puede hablarse de una cultura organizacional distintiva de los trabajadores de la Granja en el territorio lajero?

Anexo # 2

Compañero (a):

La presente encuesta forma parte del informe de Prácticas Laborales de la carrera Gestión Sociocultural para el Desarrollo, en la Universidad Agraria de La Habana, con el objetivo de valorar la cultura organizacional en la Responsabilidad Social Empresarial en la Granja Guayabal. Agradecemos de antemano su colaboración sincera y le garantizamos anonimato. Muchas gracias

1. Sexo M ____ F ____
2. Edad ____
3. Nivel escolar: Técnico Medio ____ Preuniversitario ____ Nivel Superior ____
4. ¿cuál es su especialidad o profesión?

4.1. No tengo hasta hoy ____
5. ¿Cuál es su plaza laboral dentro de la Granja?

6. ¿Qué cargo o responsabilidad de los siguientes ocupa dentro de la Granja?
Obrero(a) ____ Técnico(a) ____ Operador(a) ____
Especialista ____ Directivo(a) ____
7. ¿Cómo valora las relaciones de los trabajadores con los directivos de la Granja en sentido general?
Buenas ____ Muy buenas ____ Regulares ____
Tienen sus altas y bajas ____ No son buenas ____
7.1. Mencione una razón para su criterio: _____
8. Identifique en cada horario la actividad más habitual en la empresa.
8.1- A primera hora de la mañana _____
8.2.- En el transcurso de la mañana _____
8.3- En la tarde _____
9. ¿Qué le causa más orgullo de pertenecer a esta empresa?

9.1- ¿Qué le causa menos orgullo o desagrado? _____
10. ¿Qué factores considera más favorables y cuáles menos favorables para el éxito del trabajo en la empresa?
10.1- Favorables:

10.2- Desfavorables:

11. ¿Qué valores o rasgos distinguen a los trabajadores de la Granja de los pertenecientes a otros sectores en San José? (marque con X los 5 que mejor considere a continuación)
- ☐ Incondicionales con lo que el municipio o la provincia pidan. ☐ Carismáticos.
- ☐ El trabajo no deja tiempo para la familia. ☐ Los más divertidos.
- ☐ Compromiso político - ideológico. ☐ Siempre agitados.
- ☐ Contribuyentes al servicio de la comunidad. ☐ Rebeldes.
- ☐ Llegamos a la casa con la tremenda carga laboral de la empresa.
- ☐ Desenvueltos en cualquier trabajo. ☐ Fiesteros.
- ☐ Los problemas se resuelven a lo interno sin los jefes superiores.
12. ¿Qué aspectos de la empresa pueden garantizar o no que se mantenga en el futuro con buen rendimiento?
- _____
- 12.1- ¿Qué mantendría y qué cambiaría de la empresa actualmente?
- 12.2- Mantendría: _____
- 12.3- Cambiaría: _____

Anexo # 3

Gráficos

Gráfico 1. Sexo de los trabajadores encuestados. Pregunta #1. (Fuente: Elaboración propia)

Gráfico 2. Nivel de Escolaridad de los trabajadores encuestados. Pregunta # 3. (Fuente: Elaboración propia)

Gráfico 3. Relaciones Interpersonales de los trabajadores con los directivos dentro de la Granja. Pregunta # 7. (Fuente: Elaboración propia)

Gráfico 4. Rasgos distintivos de los trabajadores de la Granja. Pregunta #11. (Fuente: Elaboración propia)